

# Herald INTERNATIONAL Tribune

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## Christopher Gains Little From China on Rights; President 'Disappointed'

By Elaine Sciolino  
New York Times Service

BEIJING — Three days of talks between Secretary of State Warren M. Christopher and China's leaders ended Monday with only token gestures on human rights, far less progress than is required if the United States is to continue trade privileges for Beijing.

Mr. Christopher's talks, which both sides said were quite blunt, were the United States' highest-level visit to Beijing since the Clinton administration took office and had been planned as the high point of the administration's six-month strategy of intensive, high-level engagement with the Chinese.

But by sending home Mr. Christopher with little to show for his first trip to Beijing as secretary of state, the Chinese instead have complicated their chances of retaining the trade privileges that expire in June.

Under an executive order by President Bill Clinton, China must make "significant, overall progress" in human rights to win extension of the trade benefits, which allow Chinese goods to enter the United States with virtually no tariffs.

"I came to China to try to ensure that the Chinese side understands the importance of human rights to the United States in connection with the most-favored-nation treatment,"

Mr. Christopher said after a meeting Monday morning with Foreign Minister Qian Qichen. "I doubt we would have achieved such clarity at least at the highest levels without the advantage of this visit."

Mr. Christopher's presentation on Monday after his second meeting with Mr. Qian lacked the rancor and critical tone of remarks made during his first two days here, when he also met with President Jiang Zemin and Prime Minister Li Peng.

"In an overall sense I find the differences between the United States and China are narrowing somewhat," Mr. Christopher said. But, he added, "more work clearly needs to be done."

But President Clinton, attending an international jobs conference in Detroit, said Monday, "I was disappointed at the results of the meeting with the secretary of state." The Associated Press reported.

He added: "Our policy is the same. We'll just have to wait and see what happens between now and June." June is when the United States must decide whether to renew China's most-favored-nation trade status.

"I'll make a judgment at the appropriate time," he said.

The meeting on Monday between Mr. Chris-

See TOUR, Page 4

## Asians Fear Beijing Seeks Control of Sea

By Michael Richardson  
International Herald Tribune

SINGAPORE — The growing political influence of the armed forces in China and dwindling domestic oil supplies are pushing Beijing to try to enforce its claims to control nearly all of the South China Sea, analysts in the region say.

Such a move, if backed by the threat or use of overwhelming force, could secure Chinese access to extensive new offshore oil and gas reserves in the region — but at a very high political cost.

Virtually every country in Southeast Asia would oppose China's action. Japan and the United States, fearing Chinese curbs on freedom of navigation through the South China Sea, would almost certainly throw their weight behind the Southeast Asian states.

Chinese military and civilian leaders have repeatedly denied that China has any intention of threatening its neighbors.

Nonetheless, regional analysts and officials say they are concerned that China is systematically developing the capability to project naval, air and amphibious power to take advantage of a receding U.S. and Russian military presence in East Asia and the western Pacific.

Analysts said China's armed forces already had a major voice in policy-making by the Communist Party.

This role is likely to become even more decisive after the demise of China's senior leader, Deng Xiaoping, when weak civilian leadership will have to be even more mindful of military

See ASIA, Page 4

## Chinese Leaders Fret Most Over Militant Labor

By Kevin Murphy  
International Herald Tribune

HONG KONG — With independent, apparently spontaneous worker militancy spreading across China, Beijing sees a greater threat to its rule from an organized labor rights movement than from a potential loss of export markets in the United States.

A surge in strikes, sabotage, protests and petitions highlights the social problems stem-

NEWS ANALYSIS

ming from a decade of economic reform. Such actions numbered 15,000 in 1993, according to the official All-China Federation of Trade Unions.

"Independent labor unions are far more dangerous than calls for democracy," said Lee Cheuk-yan, president of Hong Kong's Confederation of Trade Unions. "Workers' problems and rights are something deeply rooted in daily life."

"In 1994 the Chinese are more worried about labor unrest than anything else," Mr. Lee said.

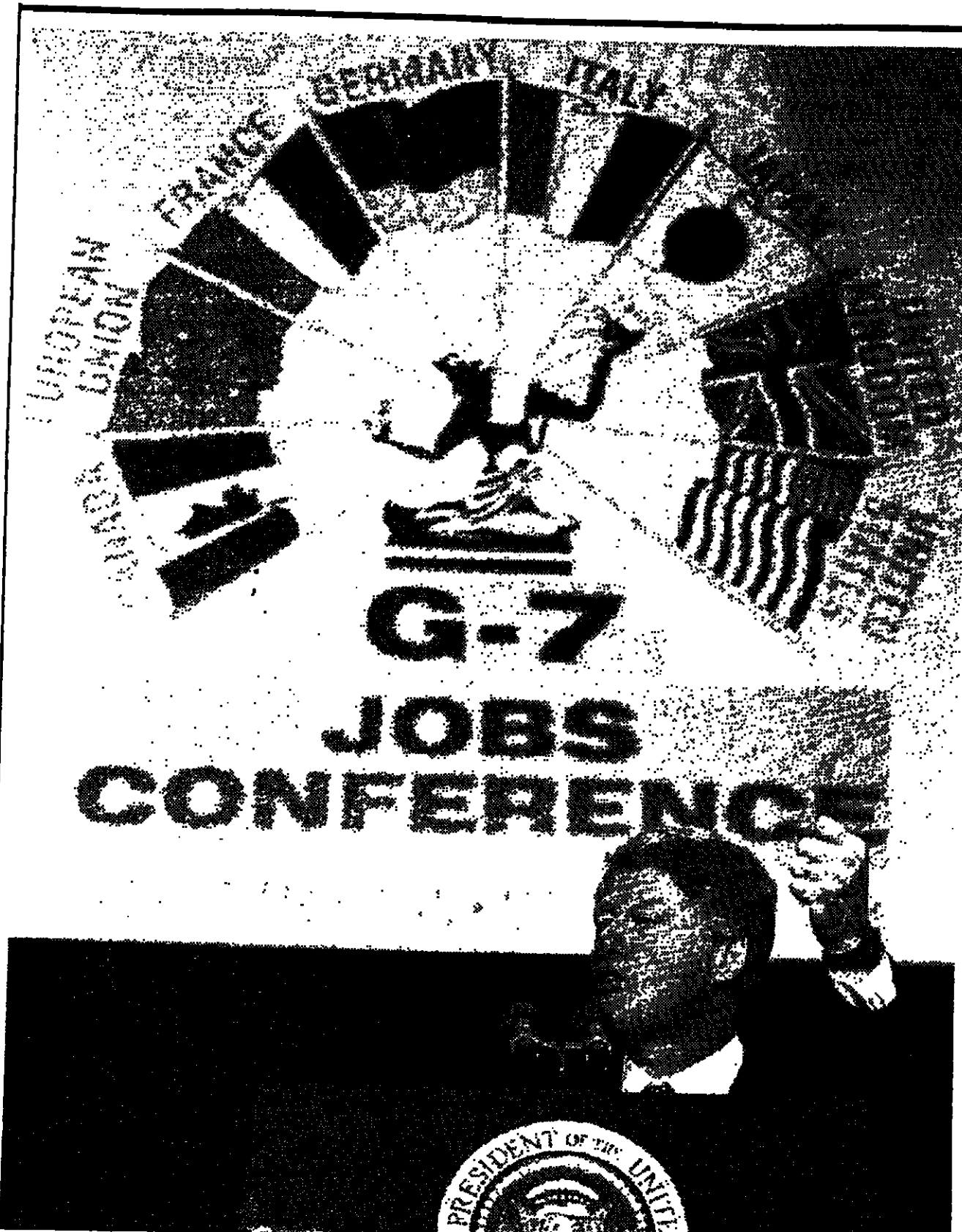
Beijing cracked down on dissidents who could crystallize worker discontent ahead of Secretary of State Warren M. Christopher's four-day visit, which ended Monday. This action, analysts said, betrayed a greater priority on protecting domestic political power than lobbying to keep most-favored-nation trade status.

China's decision to dismantle communism and embrace a market economy has brought with it explosive growth, waves of foreign investment, greater opportunities for individual profit and a \$23 billion trade surplus with the United States.

It has also created a host of threats to the livelihoods of millions of its citizens who are badly prepared for sweeping economic change.

Now, a plea for workers' rights coming from

See CHINA, Page 4



EMPLOYING PERSUASION — President Bill Clinton speaking in Detroit, where he urged steps to spur job growth. Page 13.

## The First Lady Feels the Spotlight's Heat

By Ruth Marcus  
Washington Post Service

WASHINGTON — As the first wave of White House officials appeared before a federal grand jury, Hillary Rodham Clinton telephoned a senior White House official to relate her concern.

"She just wanted to know how her girls did today," the official said.

Among the first White House aides to testify before the grand jury were two of Mrs. Clinton's senior aides: her chief of staff, Margaret Williams, and her press secretary, Lisa Caputo.

Mrs. Clinton's actions in Arkansas, where she played a dual role as the wife of the governor and a partner at the Rose Law Firm, have become a major focus of attention in the inquiry into the Whitewater real-estate investment and the Madison Guaranty Savings & Loan,

the failed thrift owned by the Clintons' Whitehouse partner and for which Mrs. Clinton did legal work.

Also drawing attention to Mrs. Clinton, administration officials say, has been her resistance to additional disclosures about Whitewater and her legal work. She was among the last holdouts fighting the appointment of a special counsel. That stance, the officials concede, only added to the public perception of a White House with something to hide.

In a sign of a growing defensiveness in the

Whitehouse, David R. Gergen, the presidential counselor, said over the weekend that it was "wholly unfair to make Hillary Clinton the scapegoat in the way the White House has handled the Whitewater matter."

"She has been part of a decision-making process in which strong arguments have been presented on both sides on a couple of tough judgment calls," he said. "She has not thought it right to be stampeded by critics whose mo-

See INQUIRY, Page 3

## Latest Blow To Clinton: Another Aide Steps Down

No. 3 at Justice Dept. Was Longtime Friend; S&L Links Mentioned

By Paul F. Horvitz  
International Herald Tribune

WASHINGTON — President Bill Clinton was dealt another heavy political blow Monday with the resignation of a trusted friend from the No. 3 job at the Justice Department following a dispute over billing irregularities at the official's former Arkansas law firm.

The Clinton friend, Webster L. Hubbell, was named associate attorney general last year, a continuation of his close relationship to Mr. Clinton and his wife, Hillary Rodham Clinton. Mrs. Clinton and Mr. Hubbell worked together at the Rose Law Firm in Little Rock.

Mr. Clinton said he accepted the resignation "with profound sadness and regret."

Mr. Hubbell said he was leaving because handling his private affairs would distract from his government service, and he expressed dismay that speculation about his affairs had gained so much currency in the press. He said he hoped to return eventually to public service. Attorney General Janet Reno praised Mr. Hubbell's character and said she believed he

A Whitewater primer: The crucial issues in a hot and high-stakes affair. Page 3.

had done nothing wrong in the "private dispute" between Mr. Hubbell and his old law firm.

Mr. Hubbell's departure is the third loss of a close friend of the president and Mrs. Clinton from a senior administration job.

The White House counsel, Bernard W. Nussbaum, resigned earlier this month after attending meetings on Mr. Clinton's Whitewater troubles that White House critics said were improper.

Vincent W. Foster Jr., another former Rose colleague of Mrs. Clinton's, killed himself in July. The circumstances of his death are being reviewed by a special prosecutor.

The Rose firm is under intense scrutiny from federal banking regulators and journalists. Any questions about Rose are likely to rub off on Mrs. Clinton, and the departure of another close associate of the president can only deepen a growing impression of a government in disarray.

The White House and Mrs. Reno had recently expressed their full confidence in Mr. Hubbell. Mrs. Reno declared Monday: "I don't believe he did a thing wrong and I believe ultimately that will be clear to people."

Aware of Mr. Hubbell's vulnerability, Republican critics of the president had called recently for his resignation. They have raised pointed questions about Mr. Hubbell's links to the same failed Arkansas savings and loan institution that is at the heart of Mr. Clinton's current political troubles in the so-called Whitewater matter.

Mr. Hubbell had previously insisted that he had done nothing wrong, and a Clinton administration official quoted anonymously by The Associated Press said he had not been asked to

See AIDE, Page 4

### Kiosk

## U.S. Warplane Down Off Kenya

WASHINGTON (Reuters) — A U.S. AC-130 warplane assigned to support American forces in Somalia crash-landed Monday in the ocean off of Kenya, and at least one crewman was known killed and 10 were missing, the Defense Department said.

Military authorities said three of the 14 crew members aboard the four-engine plane had survived the crash. The AC-130, one of four such U.S. attack planes based in the Kenyan coastal city of Mombasa, crashed about 200 yards offshore near the town of Malindi, the authorities said. They said the cause of the crash was not immediately known.

It was the worst incident for American forces in Somalia since 18 U.S. soldiers were killed in a shoot-out in the capital, Mogadishu, on Oct. 3. American troops are now being pulled out of Somalia on orders from President Bill Clinton and are to be gone by the end of this month.

Book Review Page 8  
Chess Page 8

## Euro Disney Gets Lifeline From Banks and Parent

By Jacques Néher  
International Herald Tribune

PARIS — Europe's version of the Magic Kingdom won a reprieve Monday when bankers, Walt Disney Co. and Euro Disney SCA agreed to an estimated \$2.5 billion financial restructuring package designed to give the troubled resort a chance at proving its economic vitality by next year.

Analysts say the deal lets Euro Disney's 60-plus French and international banks largely off the hook while requiring the American leisure giant, which owns 49 percent of the park, to reach much deeper than expected into its own pocket. Current stockholders also will feel the pinch, having a choice of buying more shares in a rights issue or seeing their holdings, already battered by the market, diluted.

Euro Disney stock jumped 5 percent on the announcement of the accord, but finished the day down nearly 8 percent to 33.85 French francs (\$5.90) from Friday's close of 36.75

francs. The shares, issued at 72 francs, stood at 160 francs when the entertainment complex at Marne-la-Vallée, outside Paris, opened in April 1992.

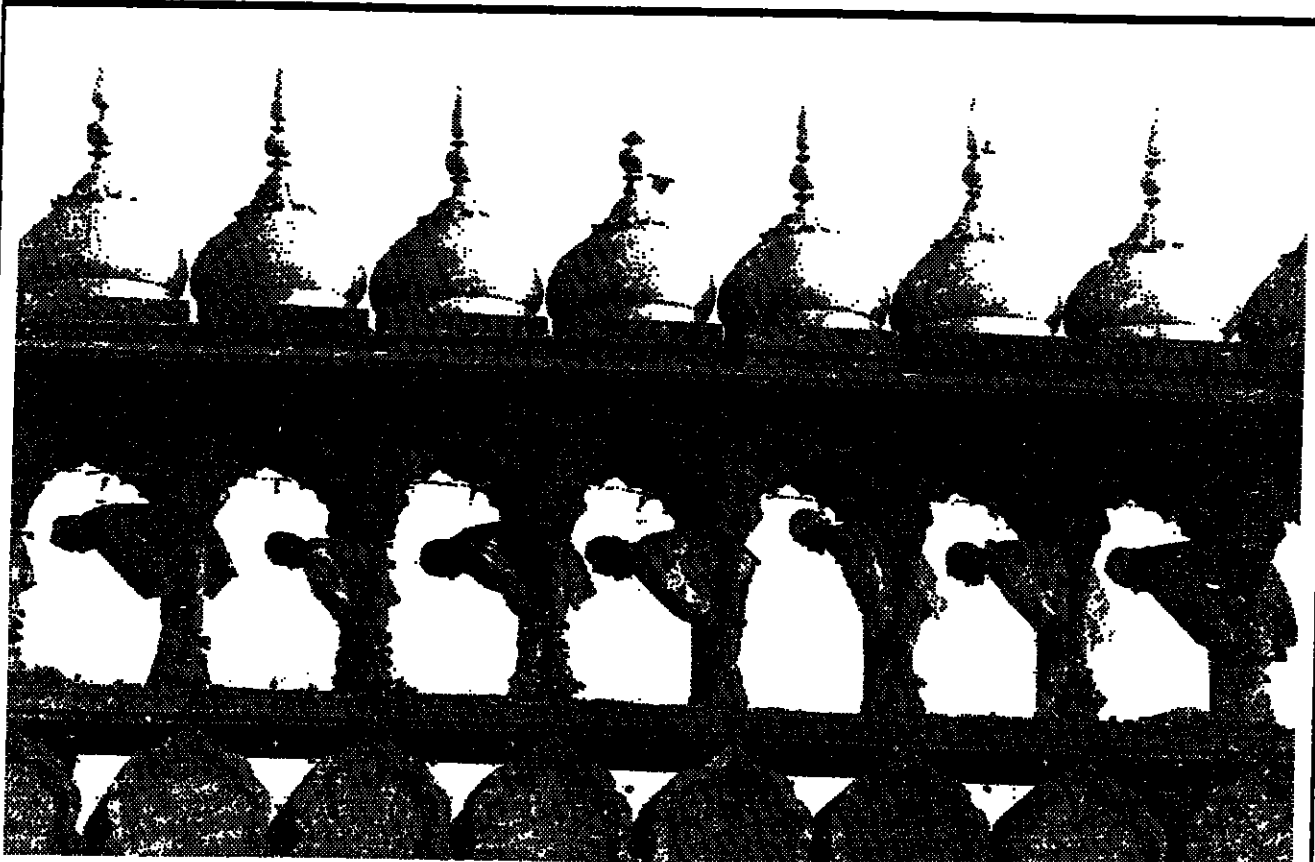
The analysts say the accord demonstrates the importance of Europe to the future of Disney and belies the company's threat to cut the cash lifeline to the resort if a financial restructuring plan was not worked out by March 31.

"Disney is certainly playing for broke," said Jeff Summer, head of research at Klesch & Co., which trades in risky debt.

"It's now clear that Disney is looking to Europe for much more than its theme park, but to its 330 million consumers who can buy their movies and licensed products as well."

The agreement, worked out over the weekend in Paris, was initiated Monday morning, just before the start of Euro Disney's annual shareholders meeting. While it has the backing of the steering committee and seven of the banks

See DISNEY, Page 4



GALLERY OF PRAYER — Muslims at New Delhi's Jama Masjid mosque Monday marking the close of Ramadan in India.

## Tinfoil Tootsie, Good-Bye: India Casts Out Unparliamentary Slurs

By Molly Moore  
Washington Post Service

NEW DELHI — "Once a ratbag, always a ratbag." "Unmitigated filth, rotten teller of untruths." "Imperious, arrogant, glib toad."

Enough already! Is this any way for elected officials to address one another in the chambers of a nation's lawmaking bodies?

Absolutely not, the secretary general of India's Parliament has decreed. In fact, he said, all this nasty name-calling and vicious verbiage is downright unparliamentary.

To help elected lawmakers in the world's most populous democracy avoid etiquette pitfalls in moments of political passion, the secretary of the lower chamber, the Lok Sabha, has compiled 218 pages of comments and statements deemed "Unparliamentary Expressions." It lists phrases, terminology and labels forbidden on the floors of legislative chambers.

Who would dare call a colleague a "spineless cabbage," a "tinfoil tootsie" or a "geriatric Bible basher"?

"No member would utter such words intentionally," said Vinay Bhatnagar, assistant director of public relations for the Lok Sabha. "Unparliamentary expressions are uttered only in the heat of the moment."

Mr. Bhatnagar is philosophical about the antics of India's elected officials: "Forty years in the life of a nation is very little. Gradually, they will attain a certain level of maturity — maybe 100 years."

Meanwhile, the revised and updated edition of "Unparliamentary Expressions" can guide lawmakers.

References to animals prove by far the most popular of the prohibited slurs. The proper member of Parliament should never accuse a colleague of "growing and grunting like a whale with a bellyache" or of being a "retardate worm."

Whether an expression is allowed can depend on context.

"Dog" should not be used with reference to a member and should not be used even for oneself," but "Going to the dogs" is not unparliamentary when used with reference to matters other than members.

Every phrase in the book was uttered on the floor of a legislative body and ruled out-of-order by a chief parliamentarian, according to the authors, who have culled through the rulings made by dozens of parliamentarians in India and throughout what was once the British empire and beyond. They have discovered that political bombast knows no borders.

From one Australian senator in reference to another: "I thought I asked him to stay in the car and bark at strangers, not to come yapping at me."

And from the Yukon: "If the minister had Pinocchio's nose, it would be so long that 500 Yukon ravens could roost on it."

Lawmakers should be particularly careful when assessing

their colleagues' life-styles and appearances, according to the guidelines.

Ruled unacceptable was: "All the member is concerned about is growing opium poppies, and from the look of him, sometimes it seems he has tried a few samples."

As was: "Apply your mind, if you have any."

Although the Lok Sabha and other legislative bodies in India have the authority to condemn or reprimand errant wordsmiths, Mr. Bhatnagar said punishment is rare.

"The chair can ask the member to withdraw his words," he said. If the member refuses to apologize, the words are simply expunged from the written record.

But another censor may be on the way to cleaning up legislative language: live television coverage of Parliament's proceedings.

"The members would not like to be humiliated in front of the audience," Mr. Bhatnagar said. "There is every possibility that they would then restrain themselves."

Dow Jones		Trib Index	
Up	0.28	Up	0.42%
3,862.98		114.03	
The Dollar			
New York	Mon. close	previous close	
DM	1.691	1.6835	
Pound	1.4958	1.50	
Yen	106.175	106.00	
FF	5.747	5.7243	

Newsstand Prices			
Andorra	9.00 FF	Luxembourg	60 L Fr
Antilles	11.20 FF	Morocco	12 Dh
Cameroon	1.400 CFA	Qatar	8.00 Riels
Egypt	E.P. 5000	Réunion	11.20 FF
France	9.00 FF	Saudi Arabia	9.00 R
Gabon	960 CFA	Senegal	960 PTAS
Ghana	960 CFA	Spain	200 PTAS
Greece	300 Dr.	Tunisia	1,000 Din
Ivory Coast	1,120 CFA	Turkey	T.L. 15,000
Jordan	J.D. 1.50	U.A.E.	8.50 Dirh
Lebanon	U.S.\$ 1.50	U.S. Mil.	(Eur.) \$1.10



# Slow Chain of Command Shot Down NATO Air Strike

By Michael R. Gordon  
New York Times Service

WASHINGTON — U.S. gunships poised to make the first NATO air strike of the Bosnian war were thwarted when United Nations commanders took hours to approve the raid, allowing Serbian forces who had been shelling French peacekeepers to slip away in the darkness, according to Western officials.

The episode raised questions about the efficiency of the chain of command created to protect UN peacekeepers and about the willingness of some senior UN officers to order attacks.

Two weeks ago, NATO jets fired the alliance's first shots in combat, when U.S. jets downed four Serbian planes violating a no-flight zone. NATO commanders were able to authorize the action themselves under authority previously delegated by the United Nations.

But under the arrangements worked out by diplomats, UN approval is needed for air strikes against ground targets. UN officials say the procedure is needed because the air strikes, even only in defense

of peacekeepers, would cross an important political threshold and could open UN troops in Bosnia to retaliation.

But some U.S. officials say the procedure is so cumbersome that it inhibits NATO from using air strikes to protect UN troops when they come under fire.

According to Western officials, the episode with the French troops began when French peacekeepers near Bihac, in northwestern Bosnia, came under fire sometime around 7 P.M. Saturday.

It was not a new experience for the French. On Thursday, Serbs fired close to a French observation post and blew up two French trucks. In response, UN commanders asked NATO planes to buzz the area, and the Serbian fire fell silent. On Friday, a French soldier was killed by sniper fire of undetermined origin.

In the attack on Saturday night, the French troops concluded that they were being shot at by Serbian tanks and began to fire back. They requested air strikes.

The French request went up the UN chain of command, which runs through a British lieutenant general, Sir Michael

Rose, who from Sarajevo commands UN peacekeepers in Bosnia, to General Jean Cot, who from Zagreb commands all the UN peacekeeping troops in the former Yugoslavia.

Meanwhile, NATO was alerted by the United Nations to move its warplanes to the area so they would be in position to attack the Serbian forces. U.S. AC-130 planes arrived on the scene.

According to a chronology provided to the Pentagon, the French request was conveyed to General Cot's command around 8:30 P.M. Western officials familiar with the episode said it took time to track down General Cot and make him aware of the request.

While the gunships waited for authorization to attack, the Serbs continued to fire at the French. The airman determined that the Serbs were using an anti-aircraft gun. At 10:25 P.M., fire from the gun passed over the French position. The French also became concerned that the Serbs were massing their tanks.

At 10:35 P.M., General Cot decided that air strikes were needed and put the

request formally to Yasushi Akashi, the UN special envoy who has the authority to authorize the air strike, according to a spokesman for Mr. Akashi.

The spokesman said Mr. Akashi had called a meeting in the operations room to consider the request. The UN officials discussed whether the target was clearly identified and whether a NATO strike might lead to retaliation or somehow endanger UN personnel in the area.

Finally, at 11:39 P.M., about three hours after the request was made, Mr. Akashi authorized the strikes.

By then, however, observers with the French force were unable to pinpoint the Serbian tanks, and bad weather obscured the target. After staying in the area for two hours, the Serbs managed to slip away into the woods. At 1:45 A.M., the mission was canceled.

Some Western military officials said the Serbian gun could have been destroyed if NATO had received prompt authorization to fire. "By the time the pilots received authorization, the target had moved off," a military official said. A spokesman for Mr. Akashi asserted

that the hour that the special envoy took to approve the request was a reasonable period given the significance of the strike. But the spokesman declined to discuss whether UN commanders had acted expeditiously in making the request to the envoy.

## Paris Seeks Faster Action

France called Monday for a more efficient UN response to cease-fire violations, saying the commanders of peacekeeping troops on the ground were too slow to use force, Reuters reported from Paris.

"We must go faster and be more determined to use force every time it is necessary," Foreign Minister Alain Juppé told Europe 1 radio.

"We do not have the impression that the leaders on the ground, those who represent the UN secretary-general, have the firm determination to use strength every time it is necessary," he said. "But it is necessary."

"Despite the turning point of a month ago in the Bosnian conflict, things are still confused on the ground," Mr. Juppé said.



**BANNED BUT BELLIGERENT**—These followers of the late Rabbi Meir Kahane predicted Monday in the occupied West Bank that an underground struggle against Palestinians would continue despite the banning of extremist groups founded by the militant rabbi.

## Britain and Ireland Reject IRA Appeal

### Attacks Said to Firm Resolve

By William E. Schmidt  
New York Times Service

LONDON — As flight operations returned to normal Monday at London's Heathrow and Gatwick airports, paralyzed earlier as a result of Irish Republican Army actions, both the British and Irish governments sharply rebuffed a new appeal by the IRA to reopen talks over a stalled peace initiative for Northern Ireland.

The two governments said three mortar attacks on Heathrow over a five-day period, and threats that forced the closure of Gatwick as well, only underscored their determination to hold fast to the full terms of the joint British-Irish declaration promulgated in London in December.

The initiative, described late last year as representing a "historic opportunity" to end 25 years of sectarian bloodshed in the province, offers the IRA a seat at peace talks only if it agrees beforehand to abandon violence.

Amid growing speculation that the shells lobbed into Heathrow Airport had been intended to frighten and not kill, the IRA's clandestine Army Council, the group's ruling body, issued a long statement Sunday night, declaring a willingness to be "flexible and positive" toward finding a peaceful settlement in Northern Ireland, where the IRA is fighting to end British authority over the province.

None of the 12 shells that hit the airport in the three separate attacks exploded, leading some to believe they had been rigged not to go off. The IRA statement, which made no mention of the mortar attacks, was the organization's first official reply to the joint British-Irish initiative. It stopped short of rejecting the plan. Instead, the IRA demand-

ed that London reopen the secret talks it held last year with officials of the Irish Republican Army and its political wing, Sinn Féin, in order to resolve IRA doubts over Britain's long-term intentions in Northern Ireland.

But while the shells fired into Heathrow caused no damage or injuries, the incidents of highly explosive mortar shells skittering across busy runways and bouncing off the roofs of airport terminals have inflamed public opinion in Britain, and confronted Prime Minister John Major with growing pressure to take tougher measures to address the IRA threat to the mainland.

After more mortar shells landed inside the airport Sunday morning, telephone bomb threats attributed to the IRA later in the day forced the government to close Heathrow and nearby Gatwick Airport for more than two hours, delaying thousands of travelers and wreaking havoc with air traffic not only in and out of London but also throughout Europe and beyond.

Both the British and Irish governments dismissed what some in London described on Monday as an IRA attempt to test the resolve of the British and Irish governments, following the Heathrow attacks.

"It is deeply offensive to people in Ireland and Britain that the IRA should claim to be interested in peace while they continue to kill in cold blood and mount acts of terror," a senior government official said in a statement released in London on Monday.

At the same time, Albert Reynolds, the Irish prime minister, said the IRA's action had strengthened his government's determination to hold fast to the terms of the joint declaration.

"This multiple attack on Heathrow and the closure of Gatwick is a gross miscalculation by the IRA, and it is not going to advance the peace process," said Mr. Reynolds, speaking while on a visit to the United States.

While public reaction in Britain seemed to lean toward a tougher line on the IRA, some opposition political leaders urged Mr. Major to consider taking up the IRA's latest offer.

John Hume, the leader of Northern Ireland's Social Democratic Labor Party, the moderate group that speaks on behalf of the majority of the province's mostly Catholic nationalist community, said he believed the IRA was sending a clear message, because it did not intend to detonate any of the bombs it lobbed into Heathrow, from hidden positions outside the airport's perimeter.

"It was their intention to demonstrate to the British government what they are capable of," Mr. Hume said, "so that if there is a total cessation of violence they are not backing or standing down from a position of weakness, but from a position of strength."

Kevin McNamara, a spokesman on Northern Ireland for the British Labor Party, also urged the government to be flexible in dealing with the IRA.

He said that the IRA's reply was "clearly not a total rejection of the declaration, and the government must be prepared to offer further clarification to Sinn Féin if that will help them accept its terms."

## WORLD BRIEFS

### Kohl Still Sees 'Realistic Chances'

BONN (AP) — Chancellor Helmut Kohl said Monday that he still had a good chance of re-election in October despite his party's landslide loss in a state election in Lower Saxony on Sunday.

"My view has not changed," Mr. Kohl said. His Christian Democratic ruling coalition has "realistic chances" of defeating the opposition Social Democrats in the Oct. 16 federal vote, he said. Speaking to reporters, Mr. Kohl blamed the country's deep recession and bad luck for the defeat in the first of seven state elections this year.

But Rudolf Scharping, the Social Democrat standard-bearer, celebrated his party's victory as a hoped-for harbinger that he and his party would end Mr. Kohl's 12 years in office in October. With joblessness at a postwar high of more than 4 million and growing by the day, polls put Mr. Scharping as much as 15 percentage points ahead of Mr. Kohl.

### Toll Put at 13 in Bosphorus Collision

ISTANBUL (Reuters) — The fiery collision between an oil tanker and a freighter in the Bosphorus Strait killed at least 13 seamen and injured 28, Turkish television said Monday. Sixteen crew members were missing. Emergency teams were still battling a fire on the Cyprus-registered Nassia, which was carrying a cargo of 98,500 metric tons of crude oil. On Monday, tugs hauled the stricken tanker away from the rocky Asian shore toward the open waters of the Black Sea to allow firefighting ships to attack the blaze from both sides. The state minister for maritime affairs, Ibrahim Tez, said pollution would be limited because most of the oil that spilled from three ruptured tanks had burned off in the water.

The accident Sunday night at the Black Sea entrance to one of the world's busiest shipping lanes was the worst there since 1979, when an oil tanker exploded after a collision, killing 43 seamen. Officials said the 30-kilometer (19-mile) strait would remain closed to shipping until all hazards had been neutralized.

### Slovaks Choose Ex-Foreign Minister

BRATISLAVA, Slovakia (Reuters) — Former Foreign Minister Jozef Moravcik was chosen by a coalition of five parties on Monday to replace Vladimir Meciar as prime minister, a presidential spokesman said.

President Michal Kovac has approved the nomination of Mr. Moravcik, who was Czechoslovakia's last foreign minister under the federal system, which split into independent Czech and Slovak states in January 1993.

Mr. Meciar, independent Slovakia's first prime minister, was ousted in a parliamentary vote of no-confidence on Friday after bickering with Mr. Kovac and following a stream of dismissals and resignations by ministers and members of his own party.

### North Korea Inspections Broken Off

VIENNA (APF) — North Korea prevented a full inspection of its nuclear sites, as had been agreed with the United States, a source at the International Atomic Energy Agency headquarters said Monday.

The source said that barring a "highly improbable" change of attitude by Pyongyang, the inspectors would leave North Korea on Tuesday for Beijing on their way back to Vienna.

The inspections of seven suspect sites resumed March 3 after more than a year, following months of stalling by North Korea amid suspicions that it was trying to develop a nuclear bomb. Pyongyang finally agreed to let the agency inspectors in after talks with Washington ended in an accord.

### Waldheim Rejects Findings of Report

VIENNA (Reuters) — Kurt Waldheim, the former president of Austria, on Monday rejected allegations in a 1987 U.S. government report that he had served in the German Army units stationed in the Balkans during World War II. He said the report's claims were not backed by the evidence.

"The document consists of exactly the same collection of allegations that in the meantime have been disproved by three historical commissions as distortions and falsifications," Mr. Waldheim said in a statement to the APA news agency.

The 204-page U.S. Justice Department report said Mr. Waldheim served as an officer in German Army units stationed in the Balkans that committed atrocities during World War II. The report formed the basis for the U.S. decision to bar the former UN secretary-general from the United States because of his role as a Nazi lieutenant from 1942 to 1945.

## EU Power-Sharing Problem Seems to Be Insurmountable

BRUSSELS — The European Union, struggling to maintain its drive for greater world influence, will try Tuesday to resolve a dispute over the sharing of power when the bloc admits new members.

Britain and Spain have insisted that their existing powers to block EU decisions must not be diluted when new countries join the 12-nation bloc, but others say the rules must be changed to reflect expanded membership.

Austria, Finland, Norway and Sweden are expected to join the European Union next year, and such East European countries as Poland and Hungary are waiting in the wings.

EU foreign ministers will try to find a compromise on the complex issue of voting rights at a meeting in Brussels, although there is little sign that they will be able to solve the problem.

## TRAVEL UPDATE

### 3d Airline Flies Madrid-Barcelona

MADRID (AP) — Competition on Spain's most-traveled air route heated up Monday as Spanair became the third airline to operate regular flights between Madrid and Barcelona, six weeks after Iberia's monopoly on the route ended.

Spanair plans to operate seven round-trip weekday flights with a basic fare of 20,000 pesetas (\$140) and a restricted discount fare of 17,200 pesetas (\$120).

On Jan. 31, Air Europa joined Iberia with nine round-trip weekday flights with a basic fare of 20,000 pesetas. Iberia responded by dropping its restricted discount fare to 17,900 while maintaining its basic fare of 29,900.

International flights resumed Monday from Ahadani in southwestern Iran, 13 years after the airport was nearly destroyed during the war with Iraq, Tehran radio reported.

In three months, the Kangaroo Cafe will open in Beijing, serving up the meat of Australia's most famous animal, Xinhua news agency reported. The joint venture between Sabina Pacific Ltd. of Australia and Beijing's New Century Co. will combine cooking methods from the two countries to prepare the kangaroo dishes.

Kyoto, Japan, celebrates its 1,200th anniversary this year with more than 1,200 concerts, exhibits, symposia and festivals. Highlights include a historical pageant on June 6.

The U.S. National Transportation Safety Board recommends that airlines replace the type of seat belts that proved difficult to open for survivors of a Jan. 7 commuter plane crash in Ohio. The board said tests showed the belt buckles complied with federal requirements but did not always release.

## U.S. Presses Both Sides on Mideast Talks

TUNIS — Dennis Ross, a senior U.S. coordinator of the Middle East peace talks, met Yasser Arafat on Monday to discuss resuming negotiations with Israel.

"We had some useful talks," Mr. Ross said after the three-hour meeting, which was held amid optimism voiced in Israel over an early resumption of negotiations. Mr. Ross said his talks with the PLO would continue.

"Discussions were very useful and frank," said a PLO Executive Committee member, Yasser Abed Rabbo. "We have discussed all the

details related to the situation in the occupied territories and the necessity of assuring the security needs for the Palestinian people in order to allow the political negotiations to resume."

In Jerusalem, Environment Minister Yossi Sarid said negotiations were about to resume. "I hope and believe according to all the signs that official negotiations will start at the weekend," he said.

Hours before the Ross-Arafat meeting, an Israeli delegation met Mr. Arafat in Tunis to give Israel's response to PLO security demands following the Feb. 25 massacre of

Palestinians by a Jewish settler in Hebron. PLO sources said.

The PLO's stand is that it will resume talks once the United States and Russia, co-sponsors of the Middle East peace process, guarantee implementation of a United Nations Security Council resolution calling for measures to ensure the safety of the Palestinians in the occupied territories.

The United States has invited the PLO and Israel to send negotiators

to Washington to complete their self-rule accord.

U.S. officials said Mr. Ross was to return to Washington for meetings on Tuesday and Wednesday with Prime Minister Yitzhak Rabin of Israel.

Mr. Rabin, who was flying to Washington on Monday night, said, "I believe we will put the peace negotiations back on track. Those who want peace have to know how to overcome painful events."

## Terre'Blanche Predicts War

### White Extremist Says Homeland Seizure Was Betrayed

Compiled by Our Staff From Dispatches

VENTERDORP, South Africa — The neo-Nazi leader Eugene Terre'Blanche predicted Monday that war, chaos and revolution would engulf South Africa in the run-up to all-race elections.

"I think the war will intensify," Mr. Terre'Blanche said.

"We are heading for chaos and not an election," he said, adding, "We are heading for a revolution, not peace and prosperity."

Mr. Terre'Blanche is leader of the Afrikaner Resistance Movement, known as the AWP, its initials in Afrikaans.

Armed members of the movement flooded into the capital of the black homeland of Bophuthatswana last week in a failed bid to prop up the administration of President Lucas Mangope.

Three men from the group were shot to death by homeland police after white separatists had driven through the twin towns of Mmabatho and Mafikeng shooting blacks at random.

Mr. Terre'Blanche, speaking in his hometown in the western Transvaal, said he had been betrayed by the Bophuthatswana defense force and his former ally General Constand Viljoen.

"They went against their own word," Mr. Terre'Blanche said. "The AWP leadership believed they were betrayed."

He said the homeland operation had been a victory because the movement had suffered far fewer casualties than homeland residents had.

About 40 people are believed to have been killed in the week of protests against Mr. Mangope, among them passers-by, looters, demonstrators and the men from the Afrikaner Resistance Movement.

Mr. Terre'Blanche said his movement had had pacts with Mr. Mangope — who was overthrown by Pretoria over the weekend — and with the leader of the Ciskei, Brigadier Oupa Gqozo, to lend military assistance.

Mr. Mangope's former defense minister, Rowan Cronje, said over the weekend that the Bophuthatswana government had not invited the resistance movement, but Mr. Terre'Blanche said Mr. Mangope had personally asked for intervention.

General Viljoen, saying Saturday that he wanted no more to do with the Afrikaner Resistance Movement, resigned from the Afri-

kander People's Front after the homeland debacle. The People's Front includes Mr. Terre'Blanche's movement and other far-right organizations.

"General Viljoen has betrayed us in many ways," Mr. Terre'Blanche said.

"We are in a situation of war," Mr. Terre'Blanche said. "They are trying to steal our sovereignty. I am the leader of the resistance. My people will stay independent and sovereign. After April 27 we will use any means and ways to stay independent."

The country's first all-race voting is set for April 26 to 28.

The final deadline for submission of parties' lists of candidates for the election was midnight Friday. Shortly before the cut-off time, General Viljoen's Freedom Front, a splinter group of the People's Front, handed in its list of candidates.

Meanwhile, President Frederik W. de Klerk said Monday that the KwaZulu black homeland, which will not participate in the election next month, was a "dark cloud" hanging over the poll.

Mr. de Klerk said, however, that he was upbeat about free and fair elections. (Reuters, APF)

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## Rice Crisis Steams Japanese

### How to Make the Foreign Stuff Taste Real?

By David E. Sanger  
New York Times Service

OSAKA, Japan — The word rippled through this giant industrial city on Friday night, first through the back streets around the sprawling railroad station, then into the well-heeled suburbs. At Hankyu department store, everyone said, at 10 A.M. There will be a shipment of pure Japanese rice, only 2,000 kilograms but the real thing — no blending of grains from Thailand or California.

So, with the press declaring a national emergency at hand — the first serious rice shortage since the bleak days of the late 1940s — the line started forming at 6 in the morning in this city about 400 kilometers (250 miles) southwest of Tokyo. Twenty-three minutes after the doors opened, the entire shipment was gone, rationed out in 5-kilogram bags (about 11 pounds) to the first 400 customers.

"During the war it was like this," said Masako Aoki, a sprightly woman clutching the bag of rice she had just bought. For many, it recalled the days exactly 49 years ago last week when American B-29s were leveling Japan's biggest cities and inhabitants picked through the devastation for food.

"It is outrageous," Mrs. Aoki said. "It is the government's fault."

This week, many in Japan forgot about trade negotiators telling President Bill Clinton where to put his numerical targets for imported cars, or the threat of American sanctions, or the former construction minister who was led off to jail the other night on corruption charges. In this land of dizzying consumer plenty, the lines for rice in every major city have wound along the sidewalks and down into the subway.

Things have gotten so bad that the Imperial Palace announced the other day that starting this week, "with the consent of their majesties, the emperor and empress," royal meals will be served with rice grown in the United States, Thailand, and China. The symbolism resonated through the country. After all, the emperor ritually sows rice in his own paddy on the palace grounds each year, one of the most solemn religious ceremonies he performs as the country's chief Shinto priest.

No doubt the royal family is tuning in to the morning shows that explain how to cook foreign rice so it tastes home-grown. (Start off by soaking it longer.) For those still in deep distress, there is the rice hot line, run by the Tokyo metropolitan government, which offers a mix of recipes and

counseling for those deprived of Japonicus, the species of sticky, short-grain rice that consumers have been told is inseparable from the national soul.

Newspapers are filled with Indian- and Thai-style recipes, hoping they will appeal to younger readers who have traveled abroad. More likely, though, younger Japanese will try another tack, eating something else. It is no accident that Osaka's rice lines are filled with older Japanese, and its McDonald's and American-style diners with younger. The reality is in the numbers. In 1962, the salad days of rice, per capita consumption was about 120 kilograms a year; in 1992, the last year for which figures are available, the figure was 65 kilograms.

With the market shrinking, the government has for years mounted a campaign against foreign rice, intended to justify its decades-long total ban on rice imports. The breach finally came in December, when the government was forced to agree to limited imports under a global trade agreement.

But by that time, Japan's ports were filling up with emergency shipments of rice from Thailand. Brought in to ease the shortage that followed last year's disastrous harvest. Since then, television news programs have shown almost nightly segments detailing how mold or dead mice were found in some bales. Such images have fueled the national belief that the only safe rice is Japanese rice. In recent polls, about half of Japanese consumers say they will not buy foreign rice of any kind.

This week, they will have no choice. To conserve the nation's dwindling supplies, the Japanese cabinet has ordered that distributors mix domestic rice with at least 20 percent foreign rice, so consumers will not be able to pick and choose.

That decision has only worsened the public outrage. Now, in one of the great political role reversals of recent times, Eiichi Hata, the minister of agriculture, forestry, and fisheries, has stopped denouncing the dangers of foreign rice and begun taking the news media to supermarkets where they watch him eat it.

"This does not taste familiar, but I don't feel any resistance to it," he said last week, in something less than a ringing endorsement.

Moreover, high prices are a problem. The black market has expanded, with 10 kilograms selling for more than \$100.



Secretary of State Christopher and Foreign Minister Kozirev exchanging greetings at the Vladivostok airport on Monday.

## TOUR: Christopher Makes Little Progress With China on Human Rights

Continued from Page 1

topher and Mr. Qian was much more detailed and less polemical than those of the previous two days. Even Mr. Qian acknowledged that the previous meetings had been filled with "epistemology and philosophy," a senior U.S. State Department official said.

Specifically, Mr. Christopher noted "developments" taken by the Chinese on a number of fronts during his trip.

On the most sensitive issue, accounting for and releasing political prisoners, he said that the U.S. team had received "a great deal of information" on the 235 specific cases first presented to the Chinese last fall. And for the first time, the Chinese have pledged to provide detailed information about the political prisoners, he said.

The assistant U.S. secretary of state for human rights and humanitarian affairs, John Shattuck, said

that the Clinton administration would have to carefully evaluate the information provided, but that it appeared to be "definitely more than we had before."

The two sides also codified an oral agreement, reached in principle when Treasury Secretary Lloyd Bentsen visited Beijing in January, to reopen Chinese prisons to American customs officers to ensure that their factories were not making products for export to the United States.

The Chinese also told Mr. Christopher that they would investigate reports of jamming of the Voice of America and within a few weeks would begin technical talks with representatives of the International Committee of the Red Cross on how to open Chinese prisons to outside inspection.

Although the documents on the political prisoners may yield important information about them, the rest of the concessions were

extremely vague. More significant was what the Chinese did not give Mr. Christopher.

They did not reach a concrete agreement that would end the jamming of Voice of America broadcasts into China. They did not

re-release ailing prisoners for medical treatment as requested repeatedly by the Clinton administration. They did not formally state their intention to enter into an agreement with the Red Cross to allow inspections of Chinese prisons.

Throughout the three days of talks, Chinese officials rejected Mr. Christopher's demand that they improve their human rights performance as interference in their internal affairs. They also said that stripping China of its trade privileges would backfire.

### China Blames the U.S.

Foreign Minister Qian blamed Washington on Monday for height-

ened tension before Mr. Christopher's visit.

He hinted that U.S. contact with a prominent dissident Wei Jingsheng had led to a police crackdown, news agencies reported from Beijing.

Mr. Qian denied that Beijing had blundered by harassing prominent dissidents over the past two weeks, saying that American diplomats had erred by consulting with government opponents about Chinese-U.S. relations.

"I cannot but point out that it was the U.S. side that made the mistake," he said at a news conference.

Mr. Qian sounded a note of optimism on the central issue of Mr. Christopher's visit.

"I believe trade between China and the United States will continue," he said.

But he added that the final decision on that question was entirely up to Washington.

## CHINA: Beijing Fears the Appearance of a Militant Labor Movement

Continued from Page 1

many of China's most formidable dissidents is being heard across a country where the "iron bowl," cradle-to-grave welfare benefits and a job for life, is being snatched and as many as 150 million impoverished, often desperate peasants are migrating in search of work.

The ranks of the economically disaffected are stirred by calls to change a system in which China's ruling Communist Party concedes that corruption is out of control, that 60,000 workers were killed last year on the job, and that up to one-third of the work force in the giant state-owned industries face joblessness.

Two documents released last week by leading dissidents illustrate how labor rights militancy has emerged as a political phenomenon in the country.

They were a petition urging China's legislature, the National People's Congress, to protect the rights of rural and urban workers, and a

founding charter of private group pledged to those same goals.

The documents call for the restoration of the right to strike and the legalization of independent workers' and peasants' labor unions.

To a government that used labor unions to help topple the rival Nationalist Party before it fled to Taiwan in 1949 and then consolidate a hold on power over the past four decades, labor rights activism can be seen only a serious threat.

In the round-up of dissidents that preceded Mr. Christopher's visit to Beijing and soured negotiations, many of those detained had close links to campaigns seeking to protect Chinese workers from the excesses of capitalism.

"At first we didn't understand why China would deliberately provoke the U.S.," Trini Leung, a Hong Kong academic specializing on Chinese labor issues, said of the arrests.

"It appears now that horizontal linkages between labor activists around the country are

what Beijing is really worried about," Miss Leung said.

### Army's Marching Orders

President Jiang Zemin urged the People's Liberation Army to support economic reform by working for the nation instead of itself, the official news agency Xinhua said Monday.

The army has been a key player in China's economic reform drive through its corporate arm, but its increasing economic muscle has also spawned widespread corruption, Bloomberg Business News reported.

Mr. Jiang told army delegates to the National People's Congress that the PLA must stay true to its "sacred mission" of defending economic reforms and safeguarding political stability, Xinhua said.

He stressed the importance of setting lofty ideals, observing discipline, seeking unity and subordinating personal interests to the overall interests of the nation.

## ASIA: Regional Rivals Fear That Beijing Seeks Control of South China Sea

Continued from Page 1

in January, which effectively devalued the Chinese yuan by 33 percent against major currencies.

Many Western analysts, however, say they believe the true figure for China's military spending is much higher than the published amount as the 3 million-member armed forces can draw on other budget items and their own profit-making enterprises to help pay for the modernization program.

Chinese forces seized the Parcel Islands in the northern part of the South China Sea from Vietnam in 1974. They established a foothold in the disputed Spratly Islands, in the southern sector of the sea, when they captured several Vietnamese-occupied atolls in 1988.

Beijing's ultimate strategic objective is to "convert the entire South China Sea into a Chinese lake," said B. A. Hamzah, director-general of the Malaysian Institute of Maritime Affairs in Kuala Lumpur.

He said that with China's running short of oil to fuel its rapid growth and industrialization, eco-

nomie motives appeared to be high on Beijing's agenda in the South China Sea.

Although China is the world's fifth-largest oil producer, surging demand and stagnant domestic output is set to make the country a net importer of crude oil this year for the first time in three decades, according to a recent study.

Official Chinese maps show Beijing's claims over the South China Sea, and the seabed oil and gas reserves in the area, reaching to within 48 kilometers (30 miles) of the coast of Vietnam, Malaysia, the Philippines and Brunei.

All of Vietnam's offshore petroleum fields are covered by China's claim. Officials in Hanoi plan to increase Vietnam's offshore production to 148 million barrels of oil by the end of the decade, from nearly 53 million barrels this year.

The Spratly Islands, which hold the key to control of surrounding offshore resources, are a major point of potential conflict in the South China Sea.

China, Vietnam and Taiwan

claim all of the islands while Malaysia, the Philippines and Brunei claim those that lie closest to their territory.

All but Brunei have stationed forces on the islands and reefs they occupy, and analysts say that armed clashes are a real risk.

Yao Ning Hong, Singapore's defense minister, said recently that it was a good sign that the Spratly claimants had expressed their intention to resolve differences through negotiation and to consider joint development of the area.

Chong-Pin Lin, associate director of China studies at the American Enterprise Institute in Washington, said that the rising political profile of the Chinese armed forces would ensure continued double-digit growth for the defense budget and continued upgrading of the country's military capability.

"Made increasingly confident by its military buildup," he said, "Beijing may adopt a more assertive foreign policy even if it avoids the use of force in the region."

China, Vietnam and Taiwan

## DISNEY: Banks and Parent Set Refinancing Accord

Continued from Page 1

it advanced to fund operations over the past several months.

Will let Euro Disney delay a 1 billion franc payment for development work that the American company performed to plan the resort's second phase, which was to include a second amusement park with a movie studio theme. This phase has been pushed back, likely until viability is proved on the first phase. Payment will not be due until that development is built.

Agreed to pay 1.4 billion francs to Euro Disney to acquire unnamed park and hotel assets that it would lease back "on terms favorable" to Euro Disney.

The banks, in addition to underwriting the rights issue, agreed to give 1.6 billion francs in interest payments and to defer principal payments for three years.

This plan rests on shared efforts and it is proportioned to the stakes of the different parties," said Bou-douin Prat, associate managing director of Banque Nationale de Paris, or BNP, and spokesman for the bank steering committee.

But analysts said the accord would be "very swallowable" by the banks because it would require little if any loss provisioning. Un-

der most models for an eventual accord, the big French banks would have had to write off large amounts in a debt-for-equity swap, which would have proven embarrassing, in particular, for BNP, which was just privatized.

Current shareholders will bear a good measure of pain, but not as much as earlier thought. Analysts said their holdings would be diluted by about 50 percent by the new share offering.

Bondholders will not be affected by the restructuring plan. Bank officials said they feared that any attempt to change the terms for bondholders would delay, if not sabotage, the negotiations.

In announcing the deal to shareholders, Euro Disneyland management offered a note of optimism, although the company's annual report, distributed at the meeting, was glum.

"It is a great relief," said Philippe Bourgoignon, chairman of Euro Disney, who only last November had to announce losses of 5.3 billion francs during the theme park's first full fiscal year. "We are delighted. The deep restructuring will put Euro Disney on a solid basis."

But analysts said the accord would be "very swallowable" by the banks because it would require little if any loss provisioning. Un-

## U.S. Urges Russians To Go Easy In Mideast

By Daniel Williams  
Washington Post Service

VLADIVOSTOK, Russia — Secretary of State Warren M. Christopher cautioned Russia's foreign minister, Andrei V. Kozirev, on Monday against free-lance meddling in the Middle East peace process, U.S. officials said.

Mr. Christopher met Mr. Kozirev during a two-and-a-half hour stop in this Russian Far East port, the last stop on a Pacific tour through Australia, Japan and China. Originally, Mr. Christopher had asked to meet Mr. Kozirev in order to coordinate tactics on bringing peace to Bosnia.

But Mr. Kozirev's recent Middle East created concern that the Russians might upset American efforts to restart peace talks between Israel and the Palestine Liberation Organization. Moscow is nominally a co-sponsor of the talks, but has played a negligible role.

While in Tunis, Mr. Kozirev said that the PLO chief, Yasser Arafat, was ready to return to talks, but in fact the issue was still up in the air.

"Christopher suggested in a direct way that at this delicate point in diplomacy, there needs to be a common purpose," a State Department official said.

At a joint press conference, Mr. Christopher emphasized the need for Moscow and Washington to keep in better touch.

Moscow surprised the Clinton administration last month by deciding to put troops into Sarajevo at the moment the North Atlantic Treaty Organization was poised to carry out a threat to bomb Serbian artillery kept near the besieged Bosnian capital.

Although Russia helped persuade the Serbs to withdraw or silence their artillery, the intervention raised alarm in Washington over whether Russia was making its troops a shield for the Serbs.

Taking sides in the Middle East situation — Moscow is a traditional backer of the PLO — might revive a kind of Cold War rivalry in the Middle East and encourage the Palestinians to hope that Russia will negotiate for them, U.S. officials fear.

Washington is trying to grapple with a more assertive Russian foreign policy. Russia has asserted a right to intervene in neighboring countries of the old Soviet Union, a privilege Washington opposes. A U.S. official attributed Russian assertiveness to Moscow's effort to "assert its significance as a power."

The official said the United States had "been very fortunate to have had a couple of years in which our views seemed fully to be congruent."

"I think it's not at all surprising we have hit a situation where there have been some strains in the relationship," he said.

At the press conference, Mr. Kozirev suggested that Russia had been feeling like a junior partner to the United States. But he defined current relations as a "mature partnership" of equals.

He struck a tough note on the Baltic states of Estonia and Latvia, where Russia still maintains troop garrisons. Asked when they would be withdrawn, Mr. Kozirev said it would be only when the Baltic states negotiated a "civilized withdrawal."

Russia has insisted on protection for the rights of ethnic Russians in the two countries and has delayed a pullout. Washington has urged the Baltic states to accommodate Russia's concerns.

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## V.B. Wigglesworth, Biologist, Dies

By Eric Pace  
New York Times Service

Sir Vincent Brian Wigglesworth, 94, a British biologist who did pioneering studies of the physiology of insects, died Feb. 12 in Cambridge, England. He lived in Cambridge and in Lavenham in Suffolk County in southeastern England.

Sir Vincent, who was knighted in 1964, was reader in entomology at Cambridge University from 1945 to 1952; quick professor of biology there from 1952 to 1966, when he retired from that chair, and a long-time fellow of Cambridge's Gonville and Caius College.

He was particularly noted for his research beginning years before World War II, into insect hormones and the role they play in reproduction, growth and physical transformations, such as from the larval stage to the pupal stage.

The Times of London recently called him "the acknowledged world authority" on insect hormones.

In addition, as another British newspaper, The Daily Telegraph, put it, his findings concerning insect hormones "pointed the way toward similar phenomena in other species."

Sir Vincent studied at Cambridge and went on to become a lecturer in medical entomology at the London School of Hygiene and Tropical Medicine from 1926 to 1945. In 1926, he began studying the main physiological systems of insects considered significant to the study of medicine.

His first book, "Insect Physiology" (1934) has been called a classic. His next work, "The Principles of Insect Physiology," came out in 1939 and has also been highly praised.

Gauni Yamashita, 73, a former Japanese minister for defense and a protégé of the late Prime Minister Kakuei Tanaka, died of heart failure Monday in Tokyo.

Danny Barker, 85, a champion of the banjo and a virtuoso guitarist whose career spanned 60 years with jazz giants of all eras, died of cancer Sunday in New Orleans. He last played on New Year's Eve and reigned as Mardi Gras king on Jan. 29.

John Caspar Dreier, 87, a retired U.S. diplomat and Johns Hopkins University professor of Latin American studies, died of congestive heart failure Thursday in Cambridge, Massachusetts.

Melvin Gough, 87, a test pilot, engineer and inventor who helped promote aircraft safety and led the investigation into New York City's worst aviation disaster, died of cancer Sunday in Melbourne Beach, Florida.

Major General Walter Morland Hutton, 81, chief of staff of Jordan's Arab Legion from 1953 to 1956 under General Sir John Gubbins, died March 5 in Cornwall, England.

## AIDE: The Latest Blow to Clinton

Continued from Page 1

leave. A second official said: "It's a private individual's problem that arose prior to his government service, problems with his prior law firm."

Two separate questions of over-billing clients have emerged in the Hubbell matter.

In perhaps the more damaging one, the Resolution Trust Corp., a federal agency overseeing the bailout of failed savings and loans, is reportedly reviewing Mr. Hubbell's bills in cases where he represented federal agencies some years ago.

The Associated Press reported Monday that Rose apparently was paid twice for the same legal work done for the government during the late 1980s. The government may have overpaid Rose by as much as \$30,000, Mr. Hubbell's law firm said.

According to the AP report, the government cannot find key documents, and one official was quoted as saying that the entire matter

could result from simple billing errors.

The case involved a lawsuit by the government against the accountants for the failed Madison Guaranty Savings & Loan. According to news accounts, Mr. Hubbell handled the case although his father-in-law was an officer of a Madison subsidiary and had defaulted on more than \$500,000 in loans from Madison.

Madison itself is under investigation by a special prosecutor, who is also looking into whether Mr. or Mrs. Clinton benefited financially from improper Madison transactions.

The savings and loan was run by the Clintons' business partner in the Whitewater land investment they made in 1978.

According to recent news accounts in The Washington Post and The Wall Street Journal, the Rose firm is also involved in a serious dispute with Mr. Hubbell over as much as \$1 million in expenses and unbilled hours in another case.

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## VIEWS FROM THE BOARDROOM

# Technological Vision Keeps Toshiba at the Leading Edge

Toshiba Corporation pioneered the development of the portable computer in the mid-1980s and continues to be one of the industry's leading innovators.

**T**oshiba's latest offering, the T3400 subnotebook series, is winning praise from analysts and computer users alike, and will be a centerpiece of Toshiba's exhibit at CeBIT '94, which opens in Hannover on March 16.

In the following interview with Dennis Normile, a free-lance writer based in Tokyo who often writes about technology, a team of Toshiba engineers explains how a continuously evolving vision of future possibilities keeps the company on the cutting edge.

**Dennis Normile: Toshiba's new T3400 series promises to be one of the highlights of this year's CeBIT**

One of the most innovative features is the replacement of a mouse with an isometric pointing stick, which is nestled between the G, H and B keys, with programmable click-and-drag buttons mounted in the centre of the palm rest below the keyboard. The user can control cursor movements very precisely, accurately dragging and pointing without having to change hand position.

**Toshiba's portable computers first met the test of customer approval in the European market, didn't they?**

That's right. Our T1100, released in 1985, was the first truly portable computer, and it was released first in Eu-

new and brilliant. We first thought about what a future portable computer should be like, and then started development.

We researched the market, travelling the world and asking computer users what they wanted in a computer, what they found useful, what they liked and didn't like about the computers they were using. We heard that desktop computers were too big; people wanted something more compact and powerful.

From this market research, we started looking at Toshiba's technological strengths, wondering where we could best match our skills to the needs of the market. We decided that with our know-how in developing and manufacturing miniaturised precision components, we could develop a personal computer that could be used on a desk but would still be compact and light enough for the user to carry around easily. This notion gave birth to the laptop computer. And markets eagerly responded to the laptop and to succeeding generations of portable computers.

**Recent surveys show that Toshiba has long been a leader in the key portable computer markets. What do you think accounts for this popularity?**

First of all, the portable computer market is very technology-driven. We strive to introduce the most advanced technologies and realise smaller, lighter portable computers.

Secondly, we always adopt industry standards. One example is our use of standard PCMCIA expansion slots. Some of our competitors chose proprietary expansion slots. We opted for the industry standard for the benefit of our customers. With this PCMCIA standard, customers can use expansion cards developed by companies other than Toshiba. This is good for our customers and also provides an incentive for third-party vendors to create new cards that can be used in Toshiba computers.

Thirdly, we offer a wide range of portable computers at prices to suit a variety of needs and budgets. Our cur-

and customer service are unmatched by any of our competitors.

**How has Toshiba managed to maintain its leading-edge position regarding technology, even as other computer makers have come and gone?**

Our mission is to think about the future. When we introduced the first laptop, for example, we were already thinking about what the computing needs of users would be in five years' time.

We recognised that for computers to become truly personal, people, especially those who travel, would need either several computers in different places or one computer they could easily carry around with them.

We decided the ideal computer of the 1990s would be just the sort of subnotebook we have just released. And we started thinking about this ideal for the future even while developing our first laptop.

Our strategy was to think about the future and create all the parts needed to make our ideal computer work. This proved to be more successful than we had ever imagined, as Toshiba is also a leader in key components, including colour TFT LCDs, hard-disk drives and lithium-ion rechargeable batteries.

We are still creating visions for the future, of course. We stay at the leading edge by envisaging ideal products and carrying out the development to reach them.

**With your focus on the future, what kinds of portable computers can we look forward to?**

Portable computers will continue to get lighter and smaller, of course. Many users are now replacing their desktop computers with portable computers because they increasingly get all the features they need and want in compact machines that do not take up as much room as desktop models.

At the same time, more functions, such as multimedia capabilities, will be incorporated into smaller computers. What you will see is a greater range of portable computers, varying in size and capabilities to suit the different needs and preferences of computer users.

**How will Toshiba differentiate its products from those of its competitors?**

It is important that we introduce products that fit the market. Being first in the market with new technology has been and will continue to be important.

But market acceptance has recently been becoming even more important. The personal computer is still said to be difficult for beginners to use. Software firms have recently been concentrating on making software easier to use.

We think it is our job to make the hardware easier to use. This will be increasingly important as the incorporation of multimedia functions makes computers more complex.

And just as Toshiba created the portable personal-computer market, we want to further expand the market, introducing multimedia functions into portable computers.

We also want to develop the kind of personal computer that supplements human abilities. One concept in developing future portable computers is to think of them as personal companions.

This will mean different computers

for different people. For those who travel a lot, mobility will be very important. For those who usually work at a desk in one location, a big screen might be more desirable.

There won't be just one type of portable computer. Of course, for Toshiba this is already true.

In Europe and North America, we focus exclusively on offering portable computers, so we have a complete range of products, allowing customers to choose the portable computer that best suits their needs.

**Toshiba is producing portable computers in Europe, North America and Japan, and there are sales organisations in just about every country of the world. Can you explain Toshiba's portable-computer strategy?**

### Creating a more user-friendly PC Toshiba's Portable PC Business

1985 The world's first laptop PC, the T1100, is launched in Europe (April) and the U.S. (December).

1987 Toshiba's first 16-bit laptop, the T3100, is introduced in Europe (January) and the U.S. (June).

The J-3100 is launched in Japan (October).

In the U.S., PC Magazine awards the T3100 the title of "The King of the Laptop" - one of more than 100 awards received by Toshiba portable PCs in Japan and overseas.

1987 Overseas production of PCs starts in Irvine, California (July).

1988 Toshiba's notebook computer debuts in Japan (June), Europe and the U.S. (November).

1990 Production starts of Regensburg, Germany (April).

1993 Cumulative worldwide shipments surpass 3 million (February).

Introduction of the ultra-portable subnotebook PC, the T3400 series (November).

The needs of personal computer users are different in every country. We think of the portable computer as a kind of fresh food that has to be delivered to users as soon as possible after its development. And, of course, it must reflect their changing tastes.

This makes production near the market very important. Since requirements are different in each country, it is better to produce the products close to the markets.

Our production system is based on having minimum inventory. We make and sell what each market wants as the needs of that market change. Finally, automation of the production process will advance even as personal computers become smaller. In the end, manufacturers will have to choose between manufacturing where they are close to the market or where labour is cheaper. We are choosing the former, but we are maintaining our flexibility. If it proves more efficient to produce some products in other countries, we will do so.

This strategy extends to sales. In Europe, we have our PC business headquarters in Germany, and marketing strategy is formulated in each of the countries where we operate.

**Aside from the T3400 series, what other products can we see at Toshiba's CeBIT exhibit?**

We will show some of our recently released new products. We will also be showing our most powerful portable computer yet, the T4800CT, incorporating Intel's 75MHz DX4 processor. We are sure that will attract a great deal of interest. We value CeBIT very much. It is an ideal forum for explaining our concept of portable computer development. We all look forward to sharing that with the people who visit us in Hall 6.



The ultra-portable subnotebook PCs in the T3400 series were unveiled in late 1993. Industry first technologies include the first TFT color display in a subnotebook PC.

**show. Why are these computers attracting so much attention?**

**Toshiba:** The series represents the next generation in ultra-portable computing. It is a subnotebook with the functions and capabilities of a desktop, thanks to the incorporation of several industry firsts. The T3400CT is the first subnotebook with a colour thin-film-transistor-active matrix LCD. This display brings the colour, clarity and detail of desktop monitors to subnotebook-class computers. It is also the first subnotebook to have a local bus video graphics accelerator to enhance the performance of Windows. And it is the first and only portable computer to use a lithium-ion battery, which allows a much longer operating time, meeting one of the major demands of businesspeople who travel with portable computers.

Of course, the T3400 series also features the computing power of Intel's SL Enhanced 486SX, operating at 33MHz. It also has a 120-megabyte hard disk and a PCMCIA slot for expandability.

The colour model is just 251mm wide, 46mm high and 201mm deep, and weighs just over two kilograms. In addition to its technical capabilities, the T3400 series also represents a new approach to the design of portable computers.

**Could you describe the design features?**

Toshiba has earned recognition from both customers and critics for its attention to both ergonomics and appearance in the design of its portable computers. Several important innovations were added to the T3400 series.

rope, becoming quite a hit. That was the foundation on which we built our line of portable computers.

At that time, portables had only limited capabilities, but we recognized the need for more advanced desktop features to be incorporated into portables. The first 16-bit portable computer was the T3100 laptop series, launched in 1986. This was also introduced first in Europe and then later in the United States and Japan.

In 1989, the transition from the laptop to the notebook began. Toshiba was the first computer maker to incorporate a 2.5-inch hard-disk drive in a notebook.

Since then, there has been a steady progression, upgrading the CPUs to give our notebook computers the same capabilities as desktops.

At the same time that we were developing successive generations of portable computers, we were also establishing sales and service networks throughout Europe. Most of the computers we sell throughout Europe are made in our factory in Regensburg, Germany. We believe this kind of approach is central to meeting the needs of our European customers.

**Why did Toshiba decide to concentrate on developing portable computers?**

Our aim was to develop something



Toshiba's Ome Works in Japan, a highly advanced facility for production of computers.

rent lineup includes the T1910 and T1950 series, which offer maximum price performance; the high-performance T4700 and T4800 series; the ultra-portable T3400 series; and the mobile multimedia portable computer T6600.

Finally, Toshiba's quality, reliability

In Touch with Tomorrow  
**TOSHIBA**



# Herald INTERNATIONAL Tribune

PUBLISHED WITH THE NEW YORK TIMES AND THE WASHINGTON POST

## The Struggle Over Ukraine

Ukraine is an independent country, though many Russians are reluctant to recognize that fact. Hard-line remnants of Russia's military and KGB are eager to recapture it. Their strategy is to stir up civil unrest, beginning in Crimea, which is part of Ukraine. By undermining Ukraine's territorial integrity, hard-liners hope to destroy the republic's independence. That strategy could lead to civil war and could erode the power of Boris Yeltsin and his fellow reformers in Russia. Obviously, they cannot afford to play along. Obviously, too, Washington needs to help them.

Ukraine has a tenuous hold on Crimea. The Soviet Union ceded it from Russia in 1954. But its population is mostly Russian; many residents are retirees from the Black Sea navy. Events in Crimea look ominously like the divide-and-conquer strategy Russia's hard-liners followed in Moldova and Georgia, where Russian secessionists, with the complicity of renegades in the military and KGB, declared independence and called on Russia to protect them.

Last month, Crimea elected Yuri Meshkov president. Mr. Meshkov, an ethnic Russian and former KGB border guard, won overwhelming support from fellow ethnic Russians in a campaign managed by a reputed covert operative from Moscow, after which he appointed a citizen of Russia prime minister. He will soon call for a referendum on Crimean independence and could then call on Russia's army to protect Crimea.

Meanwhile, the breakdown threat in Crimea has energized rabid Ukrainian nationalists, who fear a broader plot to split off eastern Ukraine, with its large Russian population. Most Russians in Ukraine voted for its independence in 1991 — many in the belief

that it would be more prosperous than Russia. Kiev's economic mismanagement is giving them second thoughts.

Some still think of themselves as Soviet citizens; others share regional rather than ethnic identities. But about a quarter have married ethnic Ukrainians and speak Ukrainian. And many Russians in Ukraine do think it a separate country.

That is not true in Russia, where few Russians, even reformers, have reconciled themselves to Ukrainian independence.

That strengthens ultranationalists who desire to regain Ukraine, or at least the part where Russians predominate. But controlling Ukraine would require an army of occupation far larger than the one driven out of Afghanistan. Raising such an army would sap Russia's resources, and a functioning draft could not be restored without force. This step could not be taken without wrecking reform and restoring the old order in Russia. That is exactly what the empire builders want to do, and why Mr. Yeltsin and his reformers would be wrong to cooperate with them on Ukraine.

Washington may be able to help. It can try to mediate disputes. It can encourage the Conference on Security and Cooperation in Europe to assure minority rights on both sides of the border. It can encourage Ukraine and Russia to undertake joint economic development in heavily Russified eastern Ukraine and nearby Russia. And it can channel U.S. aid for that purpose.

In short, the United States can try to get Ukrainians and Russians to concentrate on economic improvement, not ethnic identity, and give them every opportunity to better their common lot in life.

—THE NEW YORK TIMES.

## Too Many Empty Chairs

Last week, a U.S. administration that has been in office for 14 months leaked word that it finally had the candidates to fill the Equal Employment Opportunity Commission — and they are still being vetted. Post posts at the Defense and Justice departments went vacant for months. Inspector-general jobs in several agencies are still empty. The National Labor Relations Board came close to dysfunction because of empty chairs. Some ambassadorial posts were recklessly left empty to the consternation of foreign governments. Potential nominees were left languishing for months. A study by the nonpartisan Congressional Research Service found that at Christmas time, 27 percent of the top positions in the executive departments were still awaiting nominations. At the independent agencies, the vacancy rate for jobs filled by the president was 39 percent.

What is the problem here? Some say it is an inexperienced, understaffed and at times incompetent personnel office run by people who do not understand either the nature of the jobs being filled or the qualifications required of those who would fill them. Others point to new-age cynicism: not your stereotypical Boss Tweed's nephew-type figure installed mainly as a paycheck collector, but rather a range of college pals and other associates of the Clintons and those close to them who are stashed in offices for which they are far from the best choices available.

There is truth to both these impressions and also to the charge that the president and Hillary Rodham Clinton and the worker bees in the White House personnel office have become overly involved in the vetting process, all the way down the hierarchies of the various cabinet departments.

A certain amount of back and forth between the White House and cabinet secretaries on appointments is inevitable. The president needs loyal people in the agencies, and cabinet secretaries sometimes propose clunkers. But there is a real history here of the thing working the other way around: worthy, qualified would-be nominees being sidetracked for less-qualified pals. Certain nominees seemed to require the approval of six or eight different

White House staff members, some of whom were hardly qualified to have an opinion — and, of course, of the president himself.

In and out of the White House, the delays are often attributed to the administration's efforts to create a government that is regionally diverse and includes a large number of women and members of traditionally excluded minority groups. Fairness and diversity are worthy goals. But the administration has made affirmative action even more complicated than it had to. Agencies, especially early on, were expected to come up with whole "slates" for top posts.

If a potential nominee who was, say, an African-American or a woman or a Southerner decided later not to take a job, the whole slate of which he or she was part might be rejected or juggled considerably. This was ridiculously time consuming, leaving essential jobs for which there were suitable prospective nominees unfilled. The administration also has used up valuable time in slow-motion brokering among various interest groups and Democratic members of Congress who saw a chance to put their stamp on government appointments for the first time in 12 years.

It is true that there are procedures the administration does not control — the seemingly endless FBI investigations, the interminable forms that potential nominees need to fill out. Every minor scandal, it seems, produces a new list of queries, a new set of worries. The purpose of vetting is to prevent crooks and spies from getting high government jobs. But this looks more like investigation for investigation's sake. And the administration's term is more than a quarter over.

The White House reports that of the 602 top jobs Mr. Clinton will fill, nominations still need to be made for 134. His aides say that candidates have been picked for all but 47 of these and are at various stages of vetting, though it is hard to know these days how long that will take. Delays breed further delays, urgency is lost with the passage of time, and empty chairs begin to be a way of life. Empty chairs make rotten policy.

—THE WASHINGTON POST.

## Lessons in the AIDS War

The federal Centers for Disease Control have just released the latest figures on new AIDS cases. They appear to be horrendous, with 103,500 new cases reported in 1993, an increase of 111 percent over the previous year. But a more careful reading is much more encouraging, because the figures are not based on comparable definitions of the disease.

Until last year, people who were HIV-positive were said to have developed AIDS only when certain kinds of blood infections, Kaposi's sarcoma or any of 21 other conditions were present. In order to get people into AIDS treatment and Social Security disability benefits sooner, however, the definition was expanded to include those who had developed any of four qualifying conditions: pulmonary tuberculosis, recurrent pneumonia, invasive cervical cancer or death in CD4 immune cells to a fifth of the level present in healthy individuals. This new definition was expected to result in a one-time doubling of reported cases in 1993; the figures were even higher.

But by the old definition, the number of reported cases would actually have been a bit

lower than in recent years: about 48,000. The new figures also reflect a continuing shift in the demographic pattern of AIDS infection. Nine percent of last year's cases are attributable to heterosexual contact. Those most at risk are individuals with multiple sex partners who have AIDS or HIV or are intravenous drug users. The disease continues to spread among women, blacks and Hispanics and intravenous drug users. But the proportion of new cases attributable to homosexual contacts continues to decline.

In San Francisco, for example, city health officials say the rate of new infections peaked in 1992 and has begun to decline. What made the difference in San Francisco? A well-organized gay community that spurred intensive education and prevention programs. Difficult populations, particularly those like prostitutes and drug addicts who live on the margins of society, may be more difficult to reach. But it is now clear that intensive education campaigns produce results. They should be duplicated nationwide.

—THE WASHINGTON POST.

## A Modest, Fragile, Partial Success, but Still a Success

By William Pfaff

PARIS — President Bill Clinton at last has a significant foreign policy success. It is fragile, but real. The U.S. decision to push NATO into Bosnian intervention has lifted the siege of Sarajevo and been followed by a successful American diplomatic effort to bring the Croatian and Bosnian governments to form a federation. This agreement is scheduled for signature in Washington within the next few days.

The futile Owen-Stoltenberg negotiations were brushed aside by American diplomats, a rebuke to Europe's disunity on the Yugoslav issue and also a demonstration of how badly the program for Bosnia's political and security unification has gone wrong. It demonstrated that in a matter like this, without the United States, "Europe" for practical purposes is impotent.

This American-sponsored agreement reverses the European Union's effort to end the Yugoslav war through an ever more detailed ethnic partition of Yugoslavia, meant to preempt through political negotiations what Serbia and Croatia were already accomplishing by war and "ethnic cleansing."

At Geneva, all of Bosnia-Herzegovina was being chopped into smaller and smaller ethnic entities in what amounted to a reduction of the disastrous idea of universal ethnic self-determination. Under the American-sponsored plan, Croats and Bosnians will collaborate on a limited number of issues at a federal level, while governing themselves otherwise on a cantonal basis.

It is a politically fragile agreement that the Croatian leader, Franjo Tudjman, has agreed to only under heavy German as well as American pressure, and because he has the wit to grasp that Croatia has no future as a European outlaw state — the direction in which it was headed. He sees that membership in the Council of Europe, and collaboration with the European Union and NATO,

with World Bank loans to follow, is the only intelligent way to go.

The eventual fate of this agreement for Bosnian-Croatian federation will depend on what the Bosnian Serbs do, and that depends on what the Serbian and Russian governments tell them they must do.

Thus far, Russia's role has been one of generally constructive collaboration with the Western powers. The Serbs have found their fantasies of omnipotence unfulfilled, and their proclaimed conviction that Russia would support them against all the world

unwarranted. There is thus a slender reason to think that the war may be brought to an end, or at least to an enduring armistice. Several conclusions emerge from the consideration of how this has happened.

The first is that force works and, in some circumstances, is essential. The use of force has transformed the political climate surrounding Yugoslavia. The present American military doctrine of acting only with an irresistible and overwhelming commitment to total victory has been shown to be a misapplication of the lesson of past wars. In practice, this proves an obstacle to the politically useful employment of limited force.

There obviously are cases where limited

force may prove insufficient and where political as well as military considerations preclude a larger application of force. That is not, as often made out in the debate over Yugoslav policy, a reason for no use of force at all. It is a practical issue that has to be assessed case by case.

In Yugoslavia, there is reason to think that a limited foreign intervention to punish the initial aggressions and bring the parties to negotiations could have succeeded. On the other hand, a massive intervention to impose a solution was out of the question. In the event, the European powers' well-intentioned humanitarian intervention merely facilitated all sides' waging of total war.

The most important lesson of the last month has been the demonstration that "the West" is incapable of acting without the United States. This does not follow from the U.S. advantage in military and material power. In purely economic and industrial terms, Europe is stronger. Western Europe has simply demonstrated its inability, as "Europe," to conduct a foreign policy. Once again we see that conditions do not have foreign policies; nations do.

Even when a European government takes an individual initiative despite the hesitations of its allies, as France did at the beginning of February by demanding that NATO lift the Sarajevo siege, there are results only when the United States also acts. In terms of practical politics, there is no reason today to expect this situation to change.

The United States is the only superpower today because the Europeans have made it so. But Bill Clinton's United States remains a reluctant superpower, and its Balkan successes are more likely to dispirit the American public than reassure it. The situation is one of continuing and dangerous Western uncertainties.

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The Scream

## Australia Is Becoming More Asian, but Also 'More of Itself'

By Anthony Lewis

SYDNEY — When Lyndon Johnson was struggling in the quagmire of Vietnam, he took comfort from his favorite ally in the war: Australia. Australian troops were there from 1966 to 1972, almost to the final American withdrawal.

Next month Prime Minister Paul Keating of Australia will fly to Hanoi. His visit is a symbol of the most important trend in this country. Australia is intent on finding a place for itself in Asia. And part of that is a greater willingness to differ with the United States.

American secretaries of state used to visit Canberra and back in the warmth of agreement and respect. But that was not what Warren Christopher encountered when he was there the other day, on his way to China.

The Australian foreign minister, Senator Gareth Evans, told him bluntly that Australia disagreed with President Bill Clinton's invoca-

tion of the threat of trade sanctions against Japan. That was managed trade, he said, not multilateral free trade. If it had any effect, it would simply lead to a preference for American goods in Japan — and hurt Australia and others.

The government and Australian commentators were equally critical of the Clinton administration's pressure on China to improve its human rights record by June or lose its most-favored-nation trade status.

Mr. Evans told the press after two days of meetings with Mr. Christopher that a U.S. withdrawal of China's favored-nation status would have "a very adverse impact" on the economy of all Asia. He said it would be especially devastating for Hong Kong but would also hurt Australia.

The sharp disagreement on trade policy — and on what Australia sees

as rough American tactics — illustrates the change in relationship with the United States. It is a change both political and psychological.

When the British colonies on this island-continent came together as Australia in 1901, the new country remained resolutely British — with a colonial inferiority complex.

The Australian writer Thomas Kenally (author of, among other books, "Schindler's Ark," on which the movie "Schindler's List" is based) remarked recently that Australian culture and society had to recover "from a sense of exile."

After World War II the ties with Britain frayed, no doubt inevitably because of distance and the end of empire. America replaced Britain as the powerful friend, a relationship formalized in the ANZUS Treaty.

Australia's eager support of American policy in Vietnam showed the

closeness of the relationship — and probably marked its high point.

For Australia, like most developed countries, has come to see the great issues and potential conflicts in the world as economic rather than military. And Australia's neighbors in Asia are the fastest growing in the world economy.

Until as recently as 25 years ago Australia was formally committed to not being Asian. That was the import of its White Australia policy, barring Asian immigrants. Since the repeal of that law, a flow of Asians has gradually developed. They now make up 4 percent of the population. A Sydney taxi driver said he came from Canton seven years ago "to do better."

Echoes of America remain. A visiting American has a certain feeling of déjà vu: of familiar issues and trends. Australia's old reputation was as one of the most macho cultures on earth. But the country has a strong women's movement now, and two

## Taiwan's Young Democracy Prepares for the Post-Deng Era

By David Shambaugh

TAIPEI — East Asia is in the midst of dramatic change. Economic reform policies in China and Vietnam, the democratization of South Korea, the peace settlement and elections in Cambodia, the end of the Liberal Democratic Party's long monopoly on political power in Japan, and the emergence of influential political and economic groupings have all commanded international attention.

We hear less about the transformation of Taiwan. The island's postwar economic miracle is widely known. But fundamental changes in its domestic and foreign policy deserve closer attention.

In recent years, the governing Kuomintang has jettisoned its authoritarian past, and the first democratic system in Chinese history is taking shape. The Kuomintang is the world's only example of a Leninist

party that has devolved power voluntarily and created a competitive multiparty system.

Democracy is still in its infancy, but Taiwan politics is now fiercely competitive, and the government is responsive to the electorate. Officials are regularly grilled by legislators and held accountable for their actions. Taiwan today can legitimately call itself "Free China," in sharp contrast to the mainland.

The Kuomintang is not without its problems. It is accused of rampant vote-buying and corruption. Last year a maverick faction split off to form the New Party, which draws its support from younger, well-educated members of the middle class, and from mainlanders disenchanted with the more accommodating stance the Kuomintang has adopted toward

Beijing. But overall the party has become more populist, allowing it to cut into the traditional constituencies of its main rival, the Democratic Progressive Party.

In democratizing, the Kuomintang has brought the military and security services to heel. The navy, currently embroiled in a procurement scandal, is being brought to account by an inquiring press, legislature and executive. The dreaded Garrison Command has been disbanded. Martial law was ended in 1991, after 42 years. Sedition laws have been abolished. Respect for human rights has dramatically improved.

As part of the cleansing process, the Kuomintang is finally compensating families of victims of the notorious "February 28 Incident" of 1947, when retreating troops of the

Nationalist Army massacred tens of thousands of native Taiwanese.

There is no greater symbol of Taiwan's political transformation than Shih Ming-teh, the Nelson Mandela of Taiwan. Having spent 14 years in prison on sedition charges, he has become an articulate and fiery Democratic Progressive leader. He and the party continue to advocate Taiwan's independence, but they are not punished for their beliefs.

Taiwan's relationship with Beijing has changed dramatically since 1989. While the rest of the world was punishing the mainland regime for its brutal suppression of the pro-democracy movement, Taiwan was forging a quiet and steady rapprochement. In the past five years, trade between the two through Hong Kong has amounted to \$25.6 billion. Nearly 10,000 Taiwanese companies have invested a total of more than \$6.4 billion on the mainland, mainly in Fujian Province, across the strait from Taiwan.

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## Reich Takes On the Jobs Conundrum

By David S. Broder

WASHINGTON — The "jobs conundrum" of industrial nations that ends Tuesday in Detroit is another example of leaders finally catching up with the people.

American families figured out by the middle of the Bush administration that the layoffs hitting them, their friends and their communities were not just another swing in the familiar business cycle. When giant firms like General Motors, Du Pont, Boeing and IBM announced

the record does not intimidate Labor Secretary Robert Reich. "There are working models in Hamden, Connecticut, in Baltimore, in Louisville, Kentucky, in Sunnyvale, California," he said in an interview. "And we are building real accountability standards into the system."

Skeptics would question his assurances, but Mr. Reich has accomplished some things that are in Washington terms, unprecedented. He reached across the jurisdictional moat of the Washington Mall and found in Education Secretary Richard Riley a partner who was willing to overcome the traditional jealousies between their departments. Their collaboration has produced a school-to-work transition bill soon to reach the president's desk.

The two departments will use the modestly funded bill to get better coordination at the state and local level of work-related high school programs for those students — 75 percent of the total — who do not go on to get four-year college degrees.

For more ambitious is the "re-employment plan" recently introduced at the White House. It addresses the fact that the nature of joblessness has changed. As Mr. Reich said, the current system of unemployment benefits was designed to "provide something to tide you over until you get the old job back again... after a recession." But last year, three-fourths of the layoffs involved permanent job losses.

The Clinton team is off to a good start. But America's bureaucratic battlefields are littered with the bones of jobs programs that failed.

"restructurings" of their work forces that eliminated thousands of jobs, there was a sense of finality that chilled people's hopes.

The anxiety bred by those layoffs is one reason George Bush is no longer president. Even as the economic recovery that began in Mr. Bush's final year gains momentum, Mr. Clinton knows that the "structural unemployment" problem remains to be solved.

The administration's response to this challenge has been impressive. But history suggests that it may be even a tougher nut to crack than the tasks that Mr. Clinton has taken on with health care reform, welfare reform and "reinventing" government.

The bureaucratic battlefields of Washington and the nation are littered with the bones of job training and employment programs that were highly touted but failed.

It is a big gamble, carrying a \$13 billion price tag over five years. Mr. Reich says field-testing has demonstrated its practicality. With more than 2 million dislocated workers a year looking for help in finding jobs, you have to hope he is right.

The Washington Post.

That is not the only example. In a paper delivered at an American Enterprise Institute conference on this issue, James Heckman of the University of Chicago cited a vast literature of studies on the "ineffectiveness" of government training programs. Lawrence Katz, the chief economist in Mr. Reich's department, responded that many of the criticisms Mr. Heckman and others have made are valid, but he insisted they have been taken into account in designing the administration's proposal. Others in both industry and labor who have experience with job training and counseling for the long-term unemployed agreed that government programs in this area have a spotty record.

It is a big gamble, carrying a \$13 billion price tag over five years. Mr. Reich says field-testing has demonstrated its practicality. With more than 2 million dislocated workers a year looking for help in finding jobs, you have to hope he is right.

PARIS — Emile Cottin, the avowed anarchist who attempted to assassinate M. Clemenceau, the French Prime Minister, was last evening [March 14] sentenced to death by the Third Court-Martial of the Paris military district, sitting in the great Assembly Hall of the Palace of Justice. The decision of the Court left no room for "extenuating circumstances" on which Maître Oscar Bloch, Cottin's lawyer,

had relied. Tall and slim, Cottin, who is about 22 years of age, seemed indifferent to his fate, although at the mention of certain points that indicated premeditation on his part, he nervously lifted a protesting hand.

1944: In Rome's Defense  
WASHINGTON — [From our New York edition:] President Roosevelt, obviously mindful of the plea of Pope Pius XII that the Allies and Germans spare Rome from destruction, denounced today [March 14] the Nazi use of "the holy city of Rome" as a military center, said it was "a logical step in the Nazi policy of total war" — a policy which treats nothing as sacred — and declared that the United States, in fighting for freedom of religion, would continue to try to safeguard religious and cultural monuments. The President read a 127-word statement on the subject at his press conference, and when he had finished, he gave his desk a determined thump and said that's that.

مكتبات الصحف



OPINION

# Why Clintonites Shudder At Televising Whitewater

By William Safire

WASHINGTON — Non-independent counsel Robert Fiske, the Democrats' favorite Republican lawyer, is doing the job the Clinton administration hired him to do: keep the Congress from holding public hearings into the '80s wrongdoing in Arkansas and the '90s cover-up in Washington.

The White House strategy is to raise the criteria for wrongdoing to the criminal level, thus sealing all evidence of statehouse sleaze and presidential abuse of power. If wrongdoing by Democrats is not prosecutable, goes this curious argument, it should be kept secret.

Mr. Fiske was chosen by the people he is investigating for good reason: He would actively help prevent dreaded hearings. This improper intervention by the Clintons' hand-picked counsel into the checks and balances between legislative and executive branches is welcomed by Democrats in Congress fearful of Whitewater contamination in this fall's elections.

The Clinton-Fiske contention that press reporting and congressional oversight harms his pristine probe collapses under two facts:

First, the December revelation by The Washington Times of the secret handoff of the damning Whitewater file — which was also evidence of unlawful work by a White House official on private dealings — triggered the public's demand that the Clintons stop being the judge in their own case and appoint an outside investigator.

Second, the questioning by Senator Alfonse D'Amato in a routine banking hearing revealed the collusion between so-called independent regulators and White House damage controllers. Only that senatorial revelation, followed by media prodling — and not any investigation by Mr. Fiske's furniture-shopping Washington staff — provoked Mr. Fiske into his paroxysm of subpoenas.

The next use of the non-independent counsel in the Democrats' containment of Whitewater will be the delaying tactic of an "interim report."

White House aides are confident that Mr. Fiske can fend off calls for congressional hearings with the promise of a quick report on the cover-up since October. (A faithless Treasury counsel tipped off Bernard Nussbaum, who tipped off the White House cover-up coordinator, who tipped off the president — who "cannot remember" who

warned him that he was going to be named as beneficiary in a criminal referral. It was Bruce Lindsey, who misled reporters at the time.)

Democratic congressional leaders think Mr. Fiske will find this pattern of sustained impropriety to fall short of criminal conspiracy. The unlawful Treasury "heads up" may have given the Rose Law Firm time to commence searching and shredding, but there is no tape-recorded smoking gun.

If the hoped-for Fiske interim report in April raps knuckles but does not recommend prosecution, Democrats will say: "See? No serious wrongdoing, so no hearings." This reliance on Mr. Fiske is why the Democrats refuse to let the Independent Counsel Act — which could lead to the appointment of truly independent counsel — out of conference.

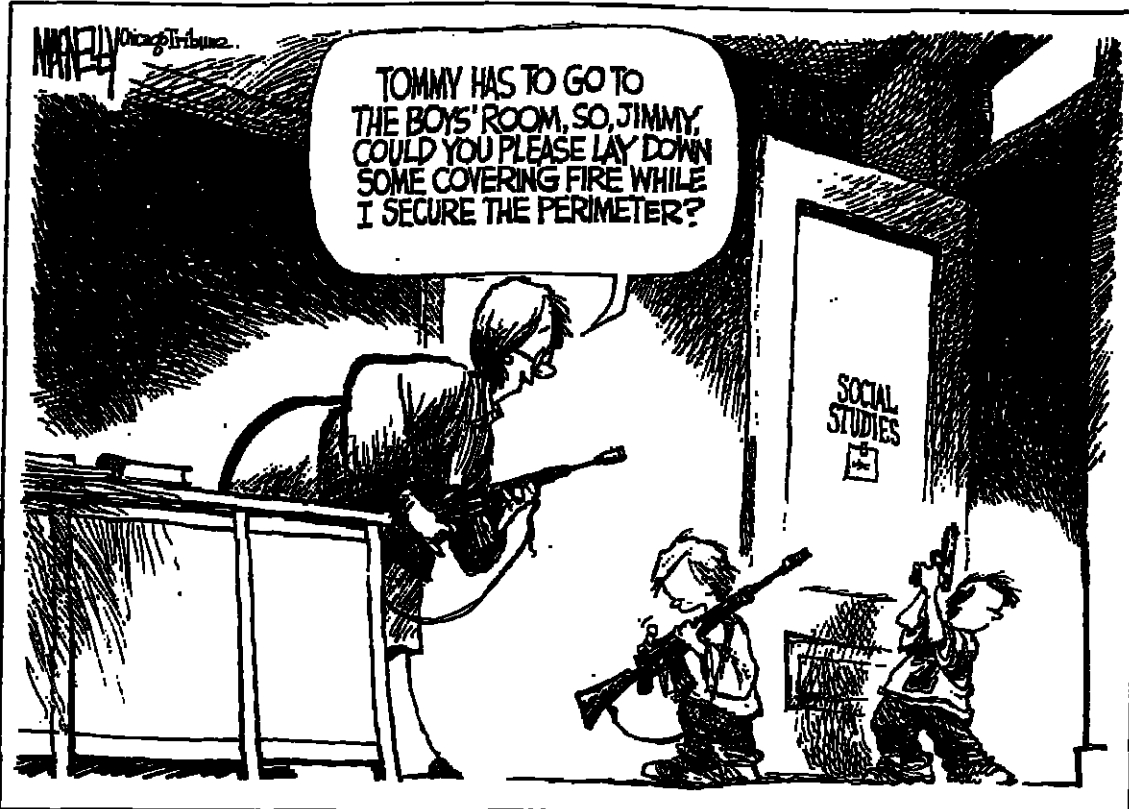
House Banking chairman Henry Gonzalez, scourge of Iraqgate Republicans, closes his eyes to Democratic corruption. Senate Banking chairman Don Riegle of the Keating Five protects his future lobbying career with this final act of partisan perfidy. But hearings-containment will not work; sometimes hypocrisy asks too much.

Why are Democrats fanatically avoiding televised hearings? Because they know that TV transforms "affairs" into "scandals." Voters bored by secondhand accounts will be transfixed by the sight of a new set of venal politicians, relentless questioners, corrupting contributors, candid couriers and squirming aides — instant celebrities in tomorrow's political folklore. Star of the production will be Hillary Rodham Clinton, ungrandjuried in Mr. Fiske's opening round, whose handlers seek to dampen any future firestorms by leaking word that false deductions or undeclared income might, with civil penalties, amount to a piddling \$40,000. Nothing indictable — and therefore, Clintonites hope, not the stuff of hearings.

Which should remind us: Where is the Internal Revenue Service in all this? Was the easy suborning of the Resolution Trust Corp. matched by IRS lassitude? If that division of Mr. Clinton's anything-goes Treasury Department has not for years been auditing returns of Whitewater, Madison and the Clintons — and has not been referring cheating to prosecutors — then that agency is a part of the problem.

The New York Times.

Letters intended for publication should be addressed "Letters to the Editor" and contain the writer's signature, name and full address. Letters should be brief and are subject to editing. We cannot be responsible for the return of unsolicited manuscripts.



## LETTERS TO THE EDITOR

### The Nation of Europe

Regarding "Nations Can Resolve to Act, but Europe Isn't a Nation" (Opinion, Feb. 10) by William Pfaff:

As much as Switzerland is a nation, Europe can and will be one; in fact, it is already happening. We should be watching and listening to our children, not to the old folks. This change is under way despite the nostalgic longings of some political power elites for the "good old days," because it is an inevitable process that derives its dynamics from the grass roots of the population.

In a few decades, French foreign policy will be about as important as the foreign policy of, say, Oregon today.

ADOLF SPANGENBERG, Brussels.

### Playing the Game

As an American, I am truly ashamed of the hypocrisy of U.S. officials, including the president (whom I wholeheartedly support on most other issues) in the charades of the Ames spy case.

I agree that this is a serious matter, but let's be more honest than naive. Bad-mouthing Russia, expelling diplomats and threatening to cut off financial aid is not going to stop the Russians from spying on the United States — nor will the United States quit spying on them. And everybody knows it!

Let's face reality, and admit that only U.S. political egos have been bruised because Moscow beat the Americans at their own game.

CARI VOTAVA, Prague.

### Wheels in Singapore

Regarding "Asians, Too, Want Good Environment" (Opinion, Feb. 1):

While it is easy for Ambassador Tommy Koh to extol Singapore's "radical approach" in addressing the problem of transportation and its impact on the environment, he fails to point out certain facts.

Singapore has created a system that requires all but people in the highest tax brackets to resort to public transportation. There is no congestion problem because the very ability to own vehicles has been taken away from the majority by the elite in government. The cost of cars in Singapore is reportedly the highest in the world.

People like their cars. Yet the government of Singapore maintains a policy of depriving citizens of basic rights which many consider inalienable. A specter of Big Brother rises with the talk of a system that allows any government to monitor the movements of a people and to tax them accordingly.

J. EVERETT BLACKWORTH, New York.

### Hemingway: Yes and No

Regarding "A Moment on His Way to the Bullfight" (Meanwhile, Feb. 17) by Arthur Hodge:

In the 1950s, I was the society reporter for the Paris edition of the New York Herald Tribune, which meant I wrote a twice-weekly column of names, names and more names. Almost every weekday at noon, I would take my favorite corner table in the Ritz bar, where I could sit

and watch the parade of celebrities going by. Ernest Hemingway was a leading habitué, but he would stand up at the bar with his back to the room, chatting with his favorite barman, Claude. One day I mentioned to Claude that I'd like to meet Hemingway.

A few days later, I was walking through the Ritz lobby on my way to the bar, when a cloakroom attendant said, "Bonjour, Madame Nolan," as always. A giant of a man seemed to jump out from behind his Herald Tribune and below my name. I was startled to see Hemingway come toward me like a great grizzly bear with half-glasses perched on his nose. He towered over me.

"SO, IT'S YOU. I UNDERSTAND YOU WANT TO INTERVIEW ME."

"Yes," I said.

"AS MUCH AS I'D LIKE TO TALK TO YOU, I CAN'T. DO YOU UNDERSTAND?" ("Yes," I said.)

"IF I GAVE YOU AN INTERVIEW, THERE'D BE A WHOLE STRING OF PEOPLE WANTING INTERVIEWS. DO YOU REALIZE THAT?" ("Yes," I said.)

"WELL, THEN YOU WON'T BE TOO GIVE WITH ME IF I DON'T GIVE YOU AN INTERVIEW?" ("No," I said.)

He half-bowed and went back to his place on the couch behind his newspaper. When I went into the bar, Claude greeted me with a big grin and asked if I had gotten my interview with Monsieur "Em-Ingue-Vey."

"Yes and no," I said.

MAGGI NOLAN, Paris.

# Their Guilty Consciences Help the World Go Round

By Garrison Keillor

NEW YORK — I was in Roanoke, Virginia, last month and heard a story from a truck driver about a man in a small town who was killed 30 years ago when his car was hit broadside by a truck in a spring thunderstorm while he was parked at 3 A.M. with another man's wife alongside the highway.

News got around town that his body was naked in the wreckage.

The woman, only slightly injured,

plaining themselves. And the town would get uglier and uglier.

Let's put it this way: There are forms of openness that make hypocrisy look awfully good, bud.

Sinners aren't supposed to talk honestly about what led them to do what they did. They are supposed to feel bad and work it off by restoring some Victorian storefronts, coaching kid baseball and serving on the city council.

That's what makes America great.

A city like Roanoke ("The Star City") with its handsome old market district full of bookstores, bars, antique stores and slow food joints is not built by running people out of town.

I went to a Kiwanis Club luncheon in an old hotel downtown. The ballroom full of people who stood and sang the national anthem and sang it intensely.

They recited the Pledge of Allegiance and were called to order by a woman president — the Kiwanis was a male stronghold not so long ago — and the invocation was addressed to "the Universal Power that comforts and sustains us all," so as not to offend the non-deists.

Suddenly I could see a future for Roanoke, if it had enough people like the Kiwanians, hearty traditionalists with the wit to adapt and keep up with the times, people with enough holes in their underwear to make them careful crossing streets.

The main speaker was a windbag from out of town, the sort who made you want an anesthetic, and when he was done I asked the man next to me if there were still moonshiners operating around Roanoke, which used to be famous for it.

"You want some corn liquor, I'll give you some," he said, and we went out to his car and he fished from the trunk a half-gallon glass jar full of clear liquid and put it in a grocery sack and gave it to me.

I offered to pay.

"No," he said, "it wasn't given to me on that basis."

I took it back to the motel and found that the cap on the jar leaked. So it was necessary for me and some people I know to drink it all that night.

We drank it on the motel balcony, without ice, out of paper cups, and one cup seemed to lead naturally to the next, so I got very drunk, but in the morning I had no hangover, as one would have with legal whiskey.

I felt guilty about that, of course, to have gotten smashed and suffer no pain afterward, and I have been going around quietly doing good ever since.

If there is anything I can do for you, I hope you will let me know.

The writer is the author, most recently, of "The Book of Guys." He contributed this column to The New York Times.

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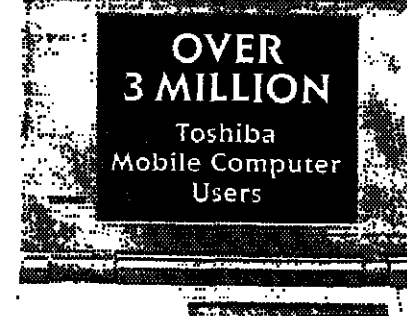
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# Style



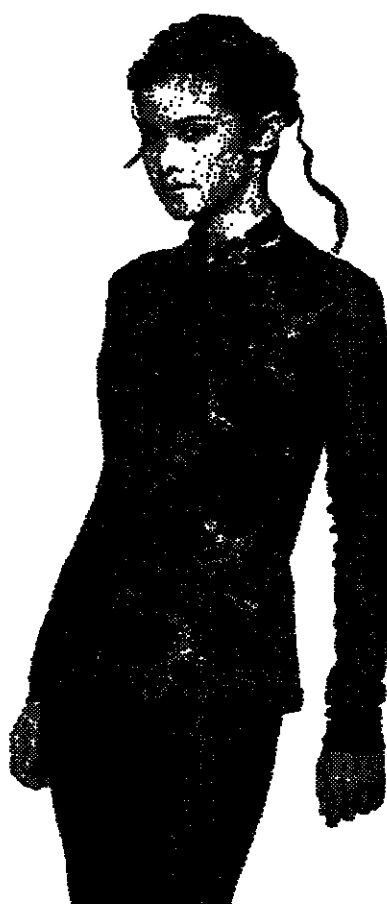
Yohji Yamamoto's kimono coat.



Lacroix's ethnic patterning.



Gaultier's Mongolian look.



Jin Teok's Oriental damask.



Martine Sitbon's cheongsam dress.



Romeo Gigli's Persian coat.

## East Influenced West All Through Season

By Suzy Menkes  
International Herald Tribune

PARIS — Among the trends plattered on the international runways — cropped sweaters, fluffy fabrics, brief shorts and long coats — one story kept recurring: the allure of the East. It seems symbolic that the long Paris season for winter 1994 began and ended with designers from Asia. The final Friday of the show season was dominated by designers from the Pacific area, which may turn out to be the fashion force of the new millennium.

The East was also an inspiration for many of the powerful and forward-looking designers. John Galiano's capsule show took the Japanese obi and the kimono as the basis for a polished and provocative collection. Jean-Paul Gaultier trawled the most far-flung countries from Mongolia to Tibet and — like many other designers — made broad fabrics with an Oriental sheen and pattern an important part of his show.

Even Martine Sitbon, who dedicated most of her collection to Lolita-esque schoolgirls, used Chinese damasks and the cheongsam wrapped neck for the evening styles in her show.

Yohji Yamamoto, who has been showing in Paris for more than a decade, explored the roots of his own Japanese culture for the fall season. He used the sloping shoulders, the flared sleeves and the soft tie wrap of the

kimono for graceful winter coats, some even decorated with the symbols, patterns and brilliant colors of actual kimonos.

The influence of the East is partly the result of fashion's focus on polyglot ethnic cultures. Romeo Gigli, Christian Lacroix and Rifat Ozbek continued to dip into the cultural melting pot, with Gigli focusing on a Persian theme, Ozbek on Turkey and Lacroix jetting from Scandinavia to China with Nordic sweaters, damask silks and kimono coats.

While Japanese designers, including Comme des Garçons, Issey Miyake and Yohji Yamamoto, have made genuinely creative contributions to fashion, the rest of Asia has seemed to be following (not to say copying) Western style. But the arrival of two mature and influential South Korean designers on the Paris scene suggests that there is a way for Asians to nurture their roots.

Lee Young Hee, the daughter of a South Korean seamstress, started her design career in 1976 by offering new interpretations of the hanbok, the traditional Korean dress.

The show Lee Young Hee sent out Friday was a graceful marriage of East and West: the kimono-wrap coat, made with a high waist, padded or trimmed with rabbit and Mongolian lamb; elongated vests layered over long skirts, using discretely patterned damask silks or more dramatic tie-dye patterns; fluffy cropped sweaters with the full-skirted hanboks made in silk organza.

Jin Teok, also from South Korea, used the most delicate of damasks, with spiky flowers

contained within a medallion or cameo. The shiny fabrics were made into narrow pants, or long dresses and coats, often high-waisted and perhaps wrapped with ribbons under the bust. Knitwear also made a strong statement, especially the fluffy mohairs that are this season's story. The designer played with the bare midriff — but in an Oriental way, reducing it to a slit of flesh at the back rather than baring the navel. The workmanship that married damask, velvet and sheer chiffon was finely wrought, and so were the tiny pin-tucks on a feminine white shirt.

Perennial fuss is made about hemline lengths at the Paris shows. The news this season was the way that short skirts were refreshed with A-line shapes and knit pleats, or by showing flared shorts. The near-ankle-length coat goes not just with a micro-mini skirt but with wide, soft pants — the newest either rising high at the waist, or low-slung hipsters, with very wide legs and cuffs.

Next winter will be a big season for small knits. What the cropped, bare-midriff sweater lacks in length, it makes up for in the depth of its pile. Mohair, angora and anything fluffy is the look. The alternative is the revival of the Shetland sweater, last seen in the 1960s.

Since no one strong silhouette emerged, the focus was rather on fabrics. Boiled wool, thick and felted, was the big trend, with mohair, blanket and plaid checks important.

The most memorable shows were those that seemed to express a return to elegance and polished style — in a modern way. If you discounted the models flashing bared breasts (not to mention a fake-fur G-string), Vivienne Westwood's tailored riding coats suggested that sophisticated elegance. So did Galiano's quiet, poetic show with careful attention paid to hair and makeup.

The season closed on Friday with a show that was significant for expressing calm and restraint among a crowd of groupies who wore flannel tights and stilettos (that was a guy) and skirts made of wrapping a fringed blanket round the hips (that was often a guy too).

Gilles Rosier is a former assistant of Jean-Paul Gaultier, but he does not go for fashion on the wild side. Out came models in impeccably cut clothes, with Rosier even inventing an all-in-one garment that had a neat bodice and wide pants, often with a different material inserted on the inside of the wide legs.

Rosier played with fabrics — Harris tweed lighted with raindrop sparkles, Burberry-style checks for a simple tunic and pants. And he showed an exquisite sense of color when a Shetland sweater came out in leaf green with a bay leaf-green patterned velvet skirt.

It was not wild and wacky but fresh, young and wearable. It also had grace and femininity — words that fashion junkies 25 years ago in the West. Maybe that is what designers can reclaim from the traditional elegance of the East.

## Interiors: The Wright Stuff

By Rita Reif  
New York Times Service

NEW YORK — Frank Lloyd Wright loved a party — especially if he was the focus. So he would probably cheer the cavalcade of exhibitions, lectures, symposiums and films under way in New York City, an unprecedented celebration of his work that has been sparked by the landmark retrospective "Frank Lloyd Wright: Architect," at the Museum of Modern Art.

Complementing the museum's show of 500 items — mostly drawings and photographs of Wright buildings — are two smaller exhibitions: "The Decorative Arts of Frank Lloyd Wright," at the Metropolitan Museum of Art through Sept. 4, and "The Art of Frank Lloyd Wright," at the Barry Friedman gallery through May 7. Both span the architect's career from the 1890s to the 1950s, and each includes unexpected surprises.

"Wright orchestrated all aspects of architecture," says Catherine Hoover Voorsanger, the assistant curator of American decorative arts, who organized the Metropolitan's show.

The 75 items, which are on view in the Henry Luce Center of the American Wing, include furniture in both wood and metal, stained-glass windows, porcelain dinnerware, textiles, glass blocks and copper vases. On the floor below is one of the museum's prizes: Wright's sprawling living room, complete from floor to ceiling, including all the furnishings, from the 1914 Francis W. Little house in Wayzata, Minnesota.

The architect's concern with detail is visible everywhere in the museum displays. A table for storing prints from the Little house reveals Wright's fascination with the T-square in his use of contrasting wood elements of vertical spindles and horizontal banding. A more complex interplay of angles is seen on the surface of a cement block that



Cement wall block.

Wright used for a wall of a Los Angeles house in 1923.

Less well-known are Wright's clear glass blocks from 1897. He conceived them for mass production 25 years before other architects employed them to admit more light while screening interiors from outside view. The Wright blocks — which are ribbed on one side and patterned on the other with a flower-like image of squares, circles and ovals — reflect his love of gothic imagery.

Wright's tendency to alter his designs from one job to the next — or even in different parts of the same room — is seen in many works in the show. He never stopped fiddling with the designs of stained-glass windows, the frames of chairs or the patterns on architectural elements.

The Metropolitan has on view two versions of the slab-backed wooden chair he designed in 1904 for the Larkin Building in Buffalo: the slatted back antedated Gerrit Rietveld's so-called red-blue chair of 1918.



1908 armchair.

Although the two at the museum have similar angled back panels that extend from the headrest to the floor, the back posts are of different heights and thicknesses.

"He never stopped changing a design," says Scott Elliott, the founder of the Kermott Gallery in Chicago who helped organize the Friedman gallery show.

The 85 items on view there include furniture, books, photographs, drawings and examples of dinnerware. Among the slab-backed chairs are one from Wright's studio in Oak Park, Illinois, upholstered in horsehair instead of the usual leather, and four child-sized ones from the 1912 Avery Coonley Playhouse in Riverside, Illinois.

The square cutouts on the Coonley chairs are too small for a toddler's fingers to push through but large enough for the rawhide tassels that secured back pillows. One of a pair of armchairs from the 1908 Gilmore house in Madison, Wisconsin, has vertical slats: its mate's are horizontal.

Always a design pioneer, Wright modernized medieval stained-glass windows by replacing figural motifs with abstract and geometric images and leaving most of the glass undecorated.

After 1900, he also replaced the lead came — the metal strips used to fasten the glass in place — with zinc ones, to achieve sharper angles in the metalwork and eliminate the support bars necessary on leaded windows.

His Coonley windows are the glorious result, each a colorful play of rectangles, squares and circles — Wright's vision of a parade of balloons, flags and confetti. Although the single window at Friedman is not for sale, most other pieces at the gallery are, ranging in price from \$450 for a brick from Wright's Imperial Hotel in Tokyo to \$850,000 for a table lamp with a stained-glass shade.

## BOOKS

### THE HOUSE THAT ROONE BUILT: The Inside Story of ABC News

By Marc Gunther. 381 pages. \$23.95. Little, Brown.

Reviewed by Jonathan Yardley

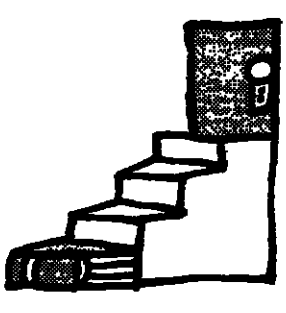
THIS study of the inner workings of ABC News — a study that is exhaustive, encyclopedic and implacably earnest — in the end raises, however inadvertently, the question: Who cares? It is true that in the past the book industry has been surprised by the commercial success of inside peeks at journalistic institutions, notably Gay Talese's "The Kingdom and the Power" and Brendan Gill's "Here at the New Yorker," but whether there will be comparable interest in ABC is at least problematical: the reason is a modest amount of gossip about the stars in the wide world of ABC, his book is mostly about little-known people who work behind the scenes.

There's a reason for that: Those

### WHAT THEY'RE READING

Richard Gardner, U.S. ambassador to Spain, is reading "The Buried Mirror: Reflections on Spain and the New World" by Carlos Fuentes.

"I was given this superbly written and beautifully illustrated book for my new diplomatic assignment. It is the best possible introduction to the rich history and culture of Spain — and to Spain's enduring influence on Latin America." (Al Goodman, IHT)



people are the engines who run the great machines of late-20th-century group journalism. Newspaper readers may know the bylines of reporters and columnists, but editors keep the paper running. Television watchers may know the faces of correspondents and anchorpersons, but producers keep the show on the air. The work these people do is essential but rather short in the glamour department; that it could be of much interest outside their business seems highly improbable.

Still, readers coming to "The House That Boone Built" should be warned that though there's a modest amount of thin juice therein about Barbara Walters, Peter Jennings, Ted Koppel, Diane Sawyer, Sam Donaldson, David Brinkley and others of their ilk, there's a lot more about the likes of Ay Westin, Dan Burke, Joanna Bistany, Paul Friedman, Dick Wald, Rick Kaplan, Jeff Gralnick, Steve Weisswasser and, above all others, the eponymous Boone Arledge. Though a certain amount of the space so sedulously devoted to their doings is concerned with questions of news policy and — if the word may be permitted in these circumstances — philosophy, far more of it is allotted

### to office politics and inside baseball: Who's on first?

This is because in high-stakes television, insiders spend at least as much time elbowing for position and stabbing each other in the back as people do in, say, high-stakes newspapers. How they practice these endeavors is a matter of endless fascination to Gunther, who records every up and down, every in and out, with the solemn fidelity of a monk transcribing holy writ.

In the jungle that is ABC News, one beast roars louder than all. This is Boone Pinckney Arledge Jr., who during the 1960s and 1970s made ABC Sports into a video juggernaut and who since 1977 has been applying his singular talents not merely to ABC News but, by example, to all of broadcast journalism. Even in Gunther's admiring and sympathetic portrait, Arledge emerges as someone with whom no one in full possession of his or her faculties would care to spend a social hour — his charm, such as it may be, is dwarfed by a puerile ego the bulk of which an industrial scale could not measure — but he also emerges as someone who knows exactly what he wants and has been able to achieve it.

From his first day at ABC Sports through last night at ABC News, Arledge's vision has not wavered. Of

his pioneering efforts in sports broadcasting, Gunther writes, "The game was just the starting point. It was the show that counted." Or, as Arledge himself wrote in a memo more than three decades ago, "In short — we are going to add show business to sports!" That is precisely what he did.

There's no business like news business, which is why ABC turned to Arledge when it decided to

ratchet up its operation. What is served up five nights a week on "ABC World News" and "Nightline" is one thing, and what's broadcast on "20/20" and "PrimeTime Live" is quite another. All these programs feature the splashy visuals and emotive music that are trademarks of the Arledge style, but the first two are reasonably serious efforts at authoritative news coverage; the second two, like all the imitations they've engendered elsewhere, are "shaped by entertainment values that [bear] scant relation to the traditional news judgments that had once guided decisions about which stories to tell."

Gunther seems uncertain whether to deplore or applaud this. As a veteran newspaper reporter (for the Detroit Free Press) he respects the aforementioned "traditional news judgments," but he also is dazzled by all those ABC stars. Though he knows that the ascendancy of Arledge marks a radical departure in the way news is collected and delivered, he tends to lose sight of the big picture as he becomes infatuated with the petty details of internal bickering. Given that ABC News sounds like a positively dreadful place in which to work, this is perhaps exactly what it deserves, but the reader will be forgiven for wishing that Gunther had focused a bit more on the serious questions raised by the antics of all these people.

Jonathan Yardley is on the staff of The Washington Post.

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## CHESS

By Robert Byrne

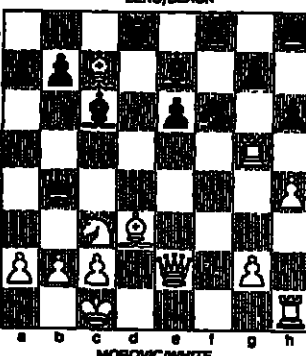
PETER LEKO faced Ivan Morovic in the Hoogoven Grandmaster A International Tournament. There are two immediate advantages to the Richter-Rauzer Attack of the Sicilian Defense, with 6 Bg5: Black cannot head for a Dragon Variation with 6...g6? without getting fractured pawns after 7 Bf6 e7; and 7...e5? gives White a stranglehold on the light squares in the center after 7 Nf5.

On 9...O-O, White should not become greedy with 10 Bf6 Bf6! 11 Qd6 because after 11...Qd5 12 Rxd3 Rxd3 13 Qd3 Qd3 14 Rxd3 Bd5 15 ba6, the doubled extra pawn is not worth much whereas the black bishop-pair can become a strong weapon in the endgame.

Morovic could not take advantage of Leko's 15...Bc6 by 16f7 because 16...Rd4 17 f8 Kg8 18 g8 Kf8 19 Be7 Ke7 leaves White with only rook-plus-knight for the black queen.

After 21 Bf4, Morovic threatened 22 Rg3 and 23 Qg4 to force 23...g6 when 24 Bg6! annihilates the defense. Leko, however, saw the danger and fought for terrain with 21...f5! 22 e7 (22 Rg6 Be7? 23 Re6 Qc8 24 Rb6 Bb6 25 e6 Qc5 yields Black a playable defense) Nf6.

On 23 Rg5! Leko could not grab the rook with 23...hx7 because 24 hg Kg8 25 Qe7 R77 26 g6 Be7 27 Bc4 is crushing.



Position after 24 Bc7

After 24 Bc7, Leko found an effective way to counterattack, a sacrifice of rook for bishop with 24...Rd3! Now Morovic should have run for a draw with 25 Qd3 hg 26 hg Kg8 27 g7 Rf6 (27...Bf7? 28 Bd6) 28 Qh7 Kf7 29 Qh5 Kf8 30 Qh8 Kf7. Leko would not have been able to avoid perpetual check with 29...Rg6 because 30 Rf1 Bf6 31 Rf4 Qc7 32 Rg4 Bg5 33 Bf4 wins for White.

But Morovic wrongly thought to win. After 25 cd hg 26 hg Nh7, he could not play 27 Qh5 because 27...Bg5! 28 Qg5 Rf1 wins at once. He did indeed recover his piece with 27 g6 Bg5 28 Kbl Bb6 29 gh,

but after 29...Qe7 30 Be5 Qg5 31 a3 Kf7 32 Bb6 Rd8 33 Qe6 Qg6 34 Qg6 Bc7 35 Be5 Rd3, Leko had a very strong two-bishop ending.

Morovic could not save his g2 pawn because 36 Rg1 fails against 36...Be3 and 36 Rh2 Rd2 37 g4 Rh2 38 Bh2 fails against 38...Kg5.

On 43...Bg5, no annoyance was possible with 44 Ne8 because 44...Kf7! 45 Ng7 lets the knight be trapped after 45...Bf3! 46 Ka2 Bg4 47 Kb3 Bh6.

After 53...Kh3, Morovic gave up the hopeless game.

SICILIAN DEFENSE			
White	Black	White	Black
1 e4	c5	28 Kbl	Bh6
2 d4	cxd4	29 Qe6	Qh7
3 d4	c5	30 Qe6	Qh7
4 Nf3	Nc6	31 Qe6	Qh7
5 Bg5	Nc6	32 Qe6	Qh7
6 Bg5	Nc6	33 Qe6	Qh7
7 Qc2	Bd7	34 Qe6	Qh7
8 O-O	O-O	35 Qe6	Qh7
9 f4	Qd6	36 Qe6	Qh7
10 Bf4	Qd6	37 Qe6	Qh7
11 Bf4	Qd6	38 Qe6	Qh7
12 Bf4	Qd6	39 Qe6	Qh7
13 Bf4	Qd6	40 Qe6	Qh7
14 Bf4	Qd6	41 Qe6	Qh7
15 Bf4	Qd6	42 Qe6	Qh7
16 Bf4	Qd6	43 Qe6	Qh7
17 Bf4	Qd6	44 Qe6	Qh7
18 Bf4	Qd6	45 Qe6	Qh7
19 Bf4	Qd6	46 Qe6	Qh7
20 Bf4	Qd6	47 Qe6	Qh7
21 Bf4	Qd6	48 Qe6	Qh7
22 Bf4	Qd6	49 Qe6	Qh7
23 Bf4	Qd6	50 Qe6	Qh7
24 Bf4	Qd6	51 Qe6	Qh7
25 Bf4	Qd6	52 Qe6	Qh7
26 Bf4	Qd6	53 Qe6	Qh7
27 Bf4	Qd6	54 Qe6	Qh7

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# BUSINESS EDUCATION

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**F**rance today faces the same challenges and problems as other advanced Western economies. These include the accelerating pace of market change, the flattening of corporate hierarchies, and the problems of recession and high unemployment.

In addressing such issues, the country is having to make special efforts to adapt its local business-education and management-develop-

*Now, training must be cross-sectoral*

ment techniques. This situation arises in part from a long tradition of elitist higher education that placed more emphasis on early selection than on subsequent performance. In addition, French business generally has been slow to accept the need for internal development of human resources within companies.

"In a sense, business schools in France have become victims of their own success over the last 30 years," comments Bruno Dufour, president of the Groupe ESC-Lyon, the Lyon graduate school of business. "What is needed today is a broad emphasis on effective executive behavior, rather than the traditional teaching of narrow sectoral techniques."

These trends also affect the way businesses approach internal management training. "Until the late 1980s, no one much thought there was any need to provide education for upper-level executives," says Jean-François

Millat, deputy manager of the Education and Training Department at Electricité de France in Paris. "We are now taking a very different line. This includes the creation of our own management institute, which aims at fostering a broader cultural approach to management issues, going beyond simple technical expertise."

In recent years, French companies have recruited an average of 70 percent of their new executives from outside their own corporations. This has been accompanied by the rapid development of business-oriented higher education and schools offering business degrees and diplomas.

During the last couple of years, however, the recession has given additional impetus to a more recent trend toward recruiting new managers through internal promotion. This movement has been accompanied and accelerated by reductions in staff, the drastic slimming of intermediate levels of management and the empowerment of lower levels in the corporate hierarchy with the goal of developing the "total quality" concept.

Such trends are producing significant consequences both for higher education and for management development inside businesses. There is now — for the first time — an oversupply of young business graduates coming onto the market. Meanwhile, businesses have to give much more thought and effort to ongoing management training that cuts across sectoral frontiers.

"The currently popular idea that higher French education in the business field is producing nothing but un-

employed graduates is quite inaccurate," says Henri Tezenas du Montcel, general manager of the HEC business school group, based in Jouy-en-Josas, near Paris. "What is happening is that business graduates with lower-level qualifications or degrees awarded by less well-known institutions are experiencing greater difficulties in finding jobs."

The task facing students attempting to choose the right school as well as employers wishing to evaluate the relative merits of different qualifications is not made any easier by the complex structure of French higher education. Broadly speaking, degrees relevant to business may be awarded by three different sorts of institutions. These are the general universities, the more prestigious *grandes écoles* (specialized university institutes) and the separate system of business schools.

Many of France's best-known business schools are connected in one way or another with local chambers of commerce and industry — public-sector institutions funded by obligatory taxes and subscriptions paid by local businesses. The recent reform of the French apprenticeship tax — which provides considerable income for such schools — and a longer-term study into the role of chambers of commerce launched by Business Minister Alain Madelin are likely to make French busi-



More graduates, fewer jobs: The quality of the MBA degree is often decisive in recruitment.

ness schools much more reliant on private-sector funding and market forces.  
Michael Rowe

## MBA PROGRAMS: EASY TO TRANSLATE

**V**éronique de Chantierac is a professor and dean of the Groupe ESCP, which operates four major business-education programs at the Ecole Supérieure de Commerce de Paris, France's oldest business school. Here she discusses the evolution of French business education with Axel Krause, corporate editor of the International Herald Tribune.

*You were recently named chairman of the newly formed Alliance of Management Schools in European Capitals. What is its goal?*  
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members of the business community regularly participate as guest lecturers. Our partner in Germany is the Technical University of Berlin, which offers, for example, a four-year program in economics and business administration. In Belgium it is the Solvay Business School. The diploma from Solvay, for example, is the business degree of the country, and it will be enhanced and recognized on a Europe-wide basis by being in AMSEC.

*How do you react to the decision of some grandes écoles, such as Sciences Po, the Institute of Political Studies of Paris, to offer MBAs?*

In general, there are too many institutions now offering business-education programs in France in a scattered manner. Some chambers of commerce, once mature, want their own business schools. Many of these institutions are simply too small, not capable of educating in a serious manner. The trend has become a syndrome. The problem is not in the numbers of students graduated. Sciences Po is a unique case. The school is now set up to provide an education for the elite, the extremely brilliant, and so it was only natural that there

Continued on page 10

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# BUSINESS EDUCATION IN FRANCE

## MBA PROGRAMS: EASY TO TRANSLATE

Continued from page 9

should be a graduate program in this field. Speaking honestly, the grandes écoles are the main competition for us as we seek to place our graduates in the job market.

How do French universities fare in business education?

Either one finds students with a very general education, or those at the post-graduate level, notably at the doctorate level, such as the DESS in finance at the University of Dauphine. But there are only 30 students in that program. Those coming out of Dauphine's management program are very highly regarded, but have great difficulty finding jobs.

Are there not a large number of French youths seeking a business education?

There are some 60,000 students who each year express their intention to enroll in preparatory courses in the field of business. But if you take the three main schools in Paris - HEC, ESSEC and ESCP - there is room for only 1,000. If you add Lyon ESC, that's another 200.

How is recruiting going here?

We have about 70 companies coming to interview students, including 12 new ones. For the most part, they are large companies. We encourage the small and medium-sized companies to come, but mainly they recruit at the regional schools in the provinces. Things are definitely picking up for us.

How do you assess the roles and problems of women in business education?

It's a question of generations. It takes 20 years to become a CEO. We first began accepting women around 1972, which means our first female graduates at ESCP came onto the market in significant numbers around 1975. Women do face a difficult problem, but this is slowly disappearing as attitudes - among men - change. Today, about 50 percent of our students are female. We do not prepare these graduates any differently for job interviews.

The Balladur government recently announced its intention to crack down on the



Véronique de Chantérac: "We are moving from bilateral to multilateral relations, from cooperative ventures to strategic alliances."

use of English words in French, such as "MBA Part Time," which appears in your current brochure. What is your reaction?

Speaking personally, I think this philosophy is absurd. "Weekend" is now standard French. In our

field, why don't we use the title *maitrise*? Because that is a term strictly reserved to the university. We do, however, offer another graduate degree here designated *maîtrise*, which isn't very elegant, but is Frenchified. M.R.

## TRAINING FOR PROJECT MANAGEMENT

**A**s sharpening competition and burgeoning internationalization force France's larger corporations into reorganizing along project-management lines, executive development and training departments are

### 25,000 management education operators in France

hastening to get ahead of the trend. At the same time, French business schools, consultants and specialized institutions offering executive educational services are fighting to grab a share of this promising market.

French automobile manufacturer Renault provides a leading example. Its six-person human resources development unit at Boulogne-Billancourt handles senior management development issues. The section makes significant use of the group's internal resources, though it also exploits a partnership arrangement with the CEDEP management center attached to the INSEAD business school at Fontainebleau.

"A major focus of our activities is to develop synergies by promoting benchmarking type projects with noncompeting corporations such as Aérospatiale, France Telecom and Rank Xerox," says Renault's deputy general manager for human resources development, Gérard Dubrille. "Other initiatives involve sending staff out for periods with businesses that we work with, such as suppliers and distributors, with a view to improving quality. In all these efforts, our aim is to bring out people's implicit knowledge and spread this throughout the organization."

Some French organizations adopt a decentralized approach to management education. In the case of Electricité de France, 55 percent to 60 percent of this activity is carried out by the central education and training department. The remainder is handled by the regional operating units, which either use their own resources or subcontract to local training institutions.

"One particular scheme we are supporting is a project called 'Ingénieur 2000,' organized by the Conservatoire National des Arts et Métiers in cooperation with Renault, Schneider, SNEC-

MA, Thomson, Usinor, Sacilor and ourselves," says Jean-François Millat, deputy manager of the EDF education and training department. "This project aims at bringing the training of future engineers closer to corporate practice by mixing university study with workplace experience." In some cases, French management-training services are made available on an industry-wide basis. The French Banking Association, for example, provides continuing education for around 90,000 bank staff a year and awards about 20,000 banking diplomas annually. "This effort involves an annual turnover of around 280 million francs (\$48 million) and calls on the teaching services of some 3,000 people," says Bernard Rousselet, who heads the AFB's training section.

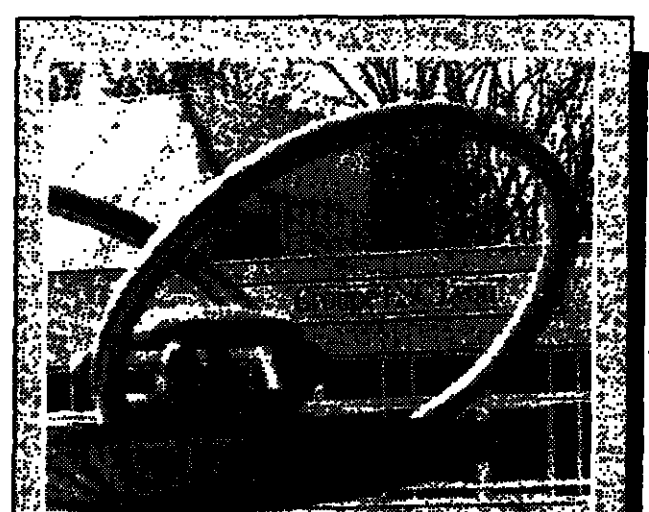
Around 25,000 different operators provide continuing management education services of one kind or another in France. These range from the largest and longest-established business schools, university institutes and big consultancy firms to specialized organizations and individual consultants offering evening courses.

The growing importance of international business in France is illustrated by the increasing number of business institutes that specialize in language teaching. Institut du Français des Affaires de Reims offers French business-language courses for foreign executives, while the Brussels-based CERAN Lingua provides intensive foreign-language courses for business participants in seven different languages. CERAN's centers include establishments in Paris and the South of France.

"An important part of our nondegree executive program offer is the provision of customer-tailored courses for individual companies," explains Olivier Bruel, director of HEC Management at Jouy-en-Josas. "We often train executives of client companies to teach within their organizations. There is some overlap here with what consultancy firms do, but the distinction is that we are concerned more with long-term issues than with solving an immediate day-to-day problem."

One of the largest specialist organizations operating in the French executive-training market is the Paris-based Institut Français de Gestion. Another example is the Centre de Perfection-

nement aux Affaires, managed by the Paris Chamber of Commerce and Industry. This aims at preparing executives for top management positions, with a particular emphasis on practical case studies and teamwork. "The most rapidly growing market is that for intracompany courses involving some of the large French groups," says Jean-François de Zitter, general manager of the IFG. "There is also an increasing need for management training coming from the French public and parapublic sectors," he adds. M.R.



## PROVINCIAL PROWESS

The French business school scene is not just a Parisian affair. In the provinces, there are a number of well-regarded institutions. One of the most prominent is the ESC Lyon, which has a long history of excellence in management education. Another notable school is the ESC Rennes, which has also gained a reputation for its high-quality programs. These schools often have strong ties to local industries and provide a more personalized education than their Parisian counterparts.

Two other examples of provincial prowess are the ESC Lille and the ESC Montpellier. Both schools have established themselves as leaders in their respective regions, offering a wide range of business programs and attracting students from across France. The ESC Lille, in particular, has a strong focus on international business and has a high percentage of foreign students. The ESC Montpellier, on the other hand, is known for its innovative teaching methods and its close relationship with the local business community.

The Groupe ESC, which oversees several of these schools, is a major player in the French business education market. It has a long history of providing high-quality management education and is committed to excellence in all its programs. The Groupe ESC's schools are spread across France, allowing students to receive a top-quality education in a variety of locations.

This advertising section was produced in its entirety by the supplements division of the International Herald Tribune's advertising department. Axel Krause is corporate editor of the International Herald Tribune. Michael Rowe is a Paris-based financial and business writer.

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## BUSINESS EDUCATION IN FRANCE

### JOBS FOR GRADUATES: How Schools Open Doors

**D**uring the recession, from which France may now be emerging, prospective employers have gotten used to taking a much more selective approach to executive recruitment. At the same time, the way corporations work has been changing. These developments are giving new emphasis to the role played by French business schools' career departments.

"We used to be known as the placement department, but this was symbolically changed some years ago to the career-management service," says Mary Boss, careers director at INSEAD. "This highlights the fact that we are not just trying to slot students into jobs but that we are helping them to plan their careers as well."

The careers service operated by the Institut d'Etudes Politiques de Paris (Sciences-Po) follows similar principles, but it also incorporates several novel features. "Our department is operated and financed jointly by the institute and by our graduates' association," says Dominique Andrieu, director of Sciences-Po's career and employment service. "We are also available to

provide career advice to managers during the subsequent course of their career as well as to young graduates looking for their first job. An important part of our work is to help students arrive at a realistic assessment of their possibilities and to decide what direction they should take. Moreover, we have also always placed considerable emphasis on training students to present themselves in the best possible way and to maximize their credibility with employers."

Networks set up by French business-school graduates often play an important support role as well. "We have a very powerful alumni network, and we even organize seminars here at INSEAD on how to make use of this resource as part of graduates' career development," says Ms. Boss. "Currently, this network comprises 13,000 INSEAD graduates across the world."

Many students at French business schools find their first jobs by working with a company for a period of practical experience during their courses. "Forty percent of our students obtain their first job with the corporation they have worked with in

this way," says Bérangère Pagès of the HEC.

The La Rochelle Business School provides a further example. "For our European bachelor degree in management, we try to place our students with companies outside France during the course. To do this, we make use of our linkups with schools in Britain, Germany and Spain," says Judith Lambert, program director and head of European relations at the La Rochelle school.

The Paris-Dauphine university has developed a number of specialized work-experience packages, including a five-month period in information technology and similar arrangements with consulting firms, banks and corporate-finance departments. Other career services at Dauphine include an opportunities data base, training in job-application techniques and recruitment conferences on campus.

"We act for two different sets of clients — the students on the one hand and companies on the other," says Ms. Pagès. "In this connection, it is important to establish good contacts with foreign corporations. For instance, I have just concluded a visit to



the United States, which involved meeting organizations such as Bankers Trust, JP Morgan and Pepsi Cola. There is considerable interest in French business graduates who are fluent in English, particularly for American companies with operations in Brussels."

Although jobs for business graduates in France are now thinner on the ground, starting salaries can still be impressive.

ISA indicates that starting salaries for its 1993 class ranged from 230,000 francs to 800,000 francs (\$400,000 to \$138,000).

ESC Lyon estimates that the 1993 average for its graduates will be somewhere between 170,000 francs and 190,000 francs. The school's careers office also reckons that job offers are now starting to pick up again.

M.R.

### NEXT, RATIONALIZE BUSINESS SCHOOLS

**A**ccording to statistics produced by the French education ministry, the total number of business schools in France rose from 84 in 1981 to 290 in 1992. Now, these numbers could shrink.

"French business schools are too small," says Bruno Dufour, president of the Groupe ESC Lyon. "You need to have at least 100 faculty members to operate

Jouy-en-Josas. For instance, the Paris-based Institut d'Etudes Politiques de Paris has recently entered the MBA market, while the equally famous Ponts-et-Chaussées grande école for top engineers offers a similar program.

At the same time, a growing number of foreign institutions — particularly from the United States — are setting up branches in France. One example is the Franco-American Institute of Management, which offers a program called MBA University. "Our course gives students an opportunity to study in both France and the United States, and it produces bilingual or even trilingual gradu-

Competing  
for the  
nondegree  
market

ates," explains Associate Dean Michel Lemieux. Another example is the American University of Paris, which offers full- and part-time programs that include business, international marketing and international business law courses.

"Business schools are facing difficult times. The most obvious consequence is a drop in full-time applicants and a significant increase in those for part-time or distance-learning programs," says Eric Briys, dean of the Institut Supérieur des Affaires at Jouy-en-Josas.

Mr. Briys suggests a novel risk-sharing formula to make full-time programs more attractive to students. This could involve reductions in fees, soft bank loans and employer contributions toward fees, linked to students' examination performance.

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Over the past 15 years or so, the universities and the grandes écoles have made great efforts to become more flexible and to get closer to business," says Henri Tezenas de Montcel, general manager of the HEC at

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### WHY FRANCE? THE BENEFITS OF A GALLIC EDUCATION

**S**tudents looking for a business education in Europe that will give them an international perspective can choose between major schools in several different countries. Against this background, France offers a number of attractive features.

Politically and geographically, France occupies a central position in the European Union. Students can choose from a wide variety of French institutions aimed at local, national and regional markets. Although the fine distinctions of the French educational system often remain opaque to foreign employers, the country now offers several well-respected MBA products that are recognized internationally.

"Most of the English-speaking students who attended the MBA course with me had chosen a French institution because they wanted to work in France," says Richard Woods, who graduated last year from ISA, part of the HEC group at Jouy-en-Josas. He is now employed as an industrial consulting specialist by Peat Marwick in Paris.

INSEAD, based in Fontainebleau near Paris, is one of France's best-known management-education institutions. Founded in 1959 as a private institution sponsored by the corporate sector, INSEAD aimed from the start at dispensing wholly international management teaching. Most courses are conducted in English, and 17 percent of the institute's MBA students are French.

INSEAD's international ambitions sometimes provoke a rather prickly reaction from France's more traditional management centers. "In contrast to INSEAD, we offer products that are closer to the daily realities of French management practice," says Bérangère Pagès, director of the HEC Group's career advisory service. In addition to its MBA programs, which include the ISA international MBA, the HEC Group also provides undergraduate courses for younger French management students.

The existence of network links with foreign business schools is also an important element influencing student choice. The Paris-Dauphine university furnishes one example. Founded in 1968, the

university now has a total of some 6,400 students, and it specializes in management and related economic and technical subjects. It prepares both undergraduate and graduate students for the traditional French university degrees but adopts a nontraditional teaching approach based on work in small groups, buttressed by selective entry requirements.

"Currently, we have 762 foreign students who chose Paris-Dauphine on an individual basis and around 70 to 80 who have come here on exchange programs with institutions in other countries," says Véronique Trax, who runs the university's international relations department.

Though it started later than countries such as Britain and the United States, France is also now offering a growing range of executive and part-time business degree courses. These provide additional flexibility for executives who wish to improve their career chances without leaving their current employment as well as for companies keen on making the best use of promising staff.

One example of such a course is the executive masters degree program in management sponsored jointly by the Rouen Graduate School of Management (ESC Rouen) and the Kranen Graduate School of Management at Purdue Uni-

versity in the United States. Instructional sessions are concentrated into a series of six two-week intensive residential stays scheduled over a period of about 22 months. Half of these are held in Rouen and the other half at Purdue. The aim is to draw participants not only from the United States and Europe but also from Asia, Africa and South America.

As the attractions of France as a place to do business in Europe increase, the number of international and specialist institutions offer-

ing business courses is also growing. One example is the European Institute of Purchasing Management, located in the International Business Park in Archamps near Geneva, on the French side of the border with Switzerland. "The EIPM is the first center in Europe to offer a full-time, 12-month MBA program in modular form and a part-time executive MBA in modular form, designed to suit the needs of working executives," says EIPM's general director, Bernard Gracia.

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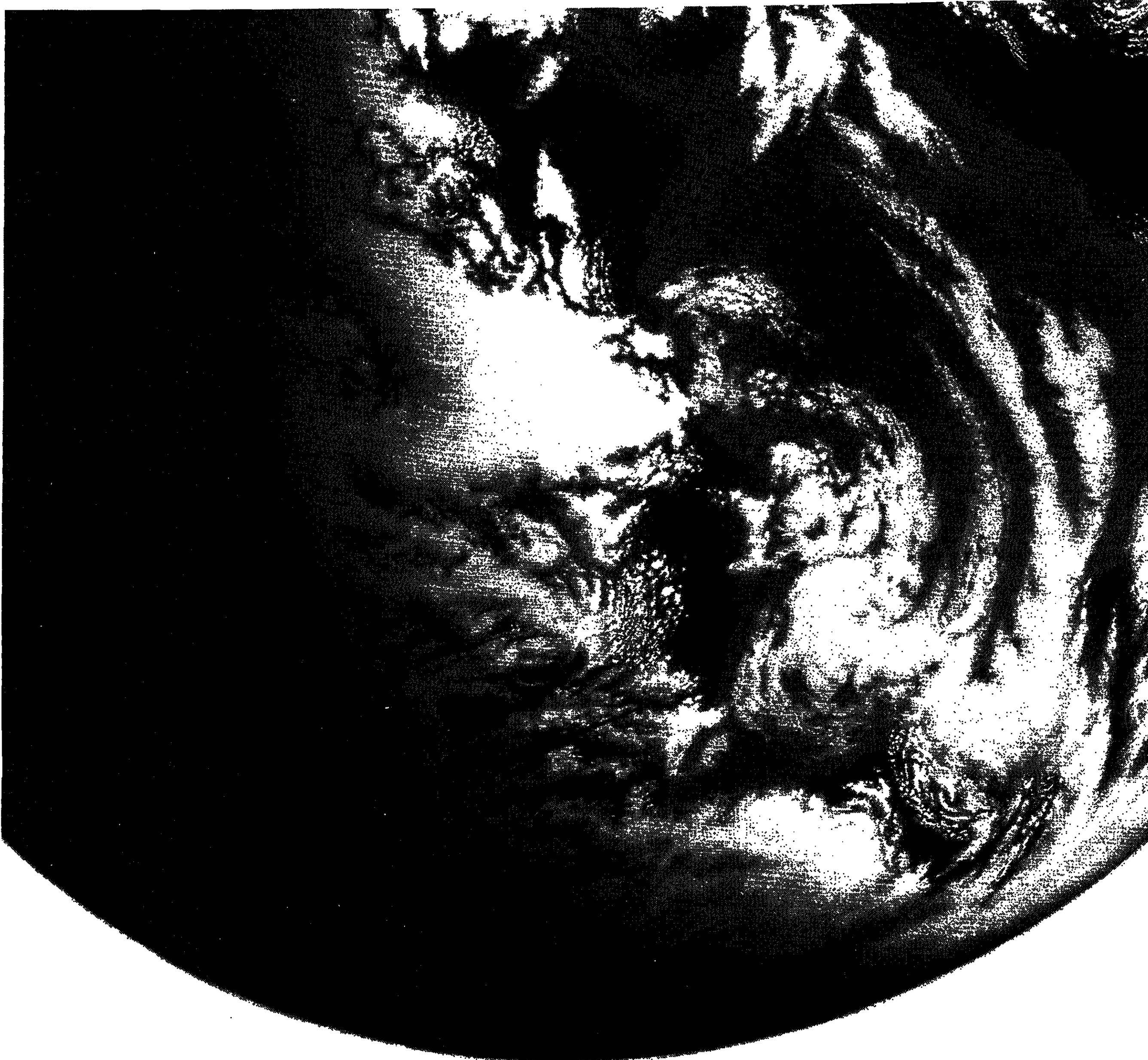
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## MARKET DIARY

Technology Issues  
Rise on Wall Street

Compiled by Our Staff From Dispatches  
NEW YORK — Stocks edged higher on Wall Street on Monday, as a rally in technology issues overcame concerns about rising long-term interest rates.

The Dow Jones industrial average rose 0.28 of a point to 3,862.98 after a late bout of computer-driven sell orders shaved almost 10 points off the average. Nine common stocks were higher on the New York Stock Exchange for every eight shares that declined. Volume was a moderate 260.2 million shares.

"The major question for the equity market going forward is how fast inflation accelerates because that will determine where interest rates go next," said Jeffrey Applegate, investment strategist at CS First Boston Corp.

Interest rates were up Monday after the Federal Reserve Bank of Atlanta said its survey of business in the southeast reveals that inflation is more of a problem than had been thought.

The report caused the yield on the 30-year Treasury bond to rise to 6.94 percent from 6.88 percent. When rates move into fixed-income investments from stocks.

In the stock market, Unisys was

prominent among rising technology issues, up 1/2 to 16 1/2 after Lehman Brothers upgraded the stock to "buy" from "outperform," traders said.

Other rising technology issues on the New York Stock Exchange included IBM, up 1/4 to 57 1/2 and Motorola, which rose 1/4 to 107, benefiting from the weekend deal between Washington and Tokyo that would open the Japanese cellular phone market to it.

In over-the-counter trading, Apple rose 1/4 to 38 after introducing its first computers based on the PowerPC chip developed with IBM and Motorola. Other gaining OTC technology issues were Intel, up 1/4 to 69 1/2, Sun, which rose 1/4 to 30, and Microsoft, up 1/4 to 53 1/2.

Telefonos de Mexico was the most-active New York Stock Exchange stock in late trading, down 3/4 to 62 1/2.

Shares of electric utility and telephone companies were among the most poorly performing issues on the stock market. These stocks of ten fell when interest rates rose. MCI Communications Corp. declined 3/4 to 24 1/2. Ameritech Corp. fell 1/4 to 40 1/2 and Pacific Gas & Electric Co. slid 1/4 to 30 1/2.

Walt Disney fell 1/4 to 45 1/2. The company will share the burden of refinancing its 49 percent-owned Euro Disney SCA with creditor banks.

(Bloomberg, Knight-Ridder, AP)

Rate Speculation Gives  
A Nudge to the Dollar

Compiled by Our Staff From Dispatches

NEW YORK — The dollar posted moderate gains on Monday as speculation mounted that the Federal Reserve Board may raise rates relatively soon and as regional election results in Germany undercut the Deutsche mark.

The dollar closed at 1.6910 DM on Monday, up from a close on

Friday of 1.6835 DM, and to 106.17 yen from 105.00.

Dealers also said the dollar's rise was also prompted by the interest rate outlook in the U.S. and Germany, with many investors expecting inflation data in the United States on Tuesday and Wednesday to support the case for a further tightening by the Fed.

Against other major currencies, the dollar rose to 1.4355 Swiss francs on Monday from a close on Friday at 1.4200 francs and it climbed to 5.7470 French francs from 5.7243 francs. The pound slipped to \$1.4958 from \$1.5000.

(Reuters, APX)

the vote for German legislative elections next October.

"The market was not struck so much by the defeat as by the Liberal party's drop below the 5 percent level," he said, commenting on the fate of the government's junior coalition partner, which failed to meet the threshold needed for representation in parliament.

Traders added that the impact of the Whitewater investigation on the dollar was also reacting after initial rumors last week triggered bouts of speculative selling.

The key consideration in the market remains, however, the interest rate outlook in the U.S. and Germany, with many investors expecting inflation data in the United States on Tuesday and Wednesday to support the case for a further tightening by the Fed.

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(Reuters, APX)

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Daily closings of the  
Dow Jones industrial average

4000

3900

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## Dow Jones Averages

Open High Low Last Chg.

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Transportation Equipment



## Railroads Plan To Sue Over Tunnel Delay

**The Associated Press**  
PARIS — French and British railroad officials said Monday that they would seek compensation for losses resulting from the delays in starting freight service through the yet-to-open Channel Tunnel.

Eurotunnel SA, operator of the tunnel, had hoped to begin freight service March 7. But the start-up has been delayed indefinitely, as

has the start of passenger service, which initially was expected to begin in early May.

Alain Poinssot, director of freight operations for SNCF, the French national railroad, said the delays were causing financial losses for his company and British Rail. He also said the uncertainty over a start-up date was creating mistrust and impatience among clients of the two railroads' freight services.

## Suzuki Striving To Save Plant

**The Associated Press**  
MADRID — Suzuki Motor Co. will try to avoid closing its Santana Motor subsidiary, Spain's industry minister, Juan Eguiguren, said Monday.

The minister said the Japanese automaker had agreed to maintain its 85 percent stake in Santana for the time being and said Spain's central and regional governments would increase their funding as well.

## An Instant Bourse, Just Add Stocks

### Kiev's Empty Market Awaits Privatization Listings

**By Jill Barshay**  
*New York Times Service*  
KIEV, Ukraine — What if you had a stock exchange and nobody came?

For the last two and a half years, Ukraine's market has been dressing up in high-grade new technology. A million dollars' worth of gleaming IBM computers line the rows of the exchange's trading hall, where, in theory, shares can be electronically traded within seconds by modern from any village, no matter how remote.

Beyond that, start-up private companies in Ukraine are reluctant to go public for fear of having to open their books. Succeeding in business sometimes means dodging or defying layers of rules and regulations left over from the time of the Communist government.

When President Leonid M. Kravchuk came to see the computerized stock exchange last month, he described it as "a barometer of the national economy," producing an unwitting double-take.

In fact, Ukraine is better known these days for its rampant inflation, perilously low cur-

rency reserves and unproductive, debt-ridden state factories.

"If we're a barometer of the economy, the government has a problem," said Valentin Oskolsky, the Ukrainian stock exchange's chairman. "We're waiting only for privatization and nothing more."

Privatization could yet invigorate the Ukrainian market. Parliament's latest program calls for selling 8,000 state enterprises — 28 percent of the total — by the end of this year.

## Investor's Europe

Frankfurt DAX	London FTSE 100 Index	Paris CAC 40
2200	2500	2000
2100	2400	1900
2000	2300	1800
1900	2200	1700
1800	2100	1600
1700	2000	1500
1600	1900	1400
1500	1800	1300
1400	1700	1200
1300	1600	1100
1200	1500	1000
1100	1400	900
1000	1300	800
900	1200	700
800	1100	600
700	1000	500
600	900	400
500	800	300
400	700	200
300	600	100
200	500	0
100	400	0
0	300	0

Sources: Reuters, AFP International Herald Tribune

## Very briefly:

- European Union negotiators will meet in Tokyo on Thursday with Japanese counterparts to try to hammer out a ceiling for Japanese car exports to the European Union in 1994.
- Royal Gist-Broekmans NV, the Dutch biochemicals company, said profit rose 30 percent, to 135.1 million guilders (\$72 million), in 1993 due to higher returns on pharmaceuticals and one-time gains.
- Coslan PLC said it posted a pretax profit of \$68.7 million (103 million) in 1993, following a loss in 1992 of \$204.6 million, and cited the sale of its Australian coal business.
- France's industrial production was marked by a "good tendency" in February for the fourth straight month, according to a monthly business report issued by the Bank of France.

## Builders of Information Highway Say European Regulatory Habits Block Path

**By Jacques Neher**  
*International Herald Tribune*  
PARIS — Europe is preparing to test key elements of an electronic-information superhighway, but industry leaders say a fully operational system will never be built unless national governments and their telephone monopolies and loss out their regulatory rulebooks.

At stake, they say, are jobs for unemployed plagued Europe, and the prospect of Europe falling hopelessly behind the United States in the multibillion-dollar race to develop a state-of-the-art electronic network for homes and offices.

But regulators seem unwilling to go that far, suggesting that national and European "highway patrols" will be required to ensure that operators and providers of multimedia services play fairly and yield to political pressure to make their offerings affordable for all, just as the telephone is today.

## Revenue Surge Lifts Outlook for Schering

**Reuters**  
BERLIN — Schering AG, the German pharmaceuticals company, predicted Monday that sales would rise by more than 10 percent in 1994 and earnings would at least equal the results of 1993.

The company said that unexpectedly strong demand abroad had pushed sales up by 21 percent in January and February, prompting it to raise an earlier prediction that revenue would rise 6 percent in 1994.

## Revenue Surge Lifts Outlook for Schering

Schering warned that reforms in health care throughout the world and intensified competition were putting pressure on prices and that this would weigh on profit. It also noted that a cut in federal government subsidies for companies located in Berlin would also have a negative impact.

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**Monday's Prices**  
NASDAQ prices as of 4 p.m. New York time.  
This list compiled by the AP, consists of the 1,000 most traded securities in terms of dollar value. It is updated twice a year.

[illegible]

	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	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214	194	214	194	214	194	214	194
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222	202	222	202	222	202	222	202
223	203	223	203	223	203	223	203

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114	Walden	36	114	Walton	36
115	Walton	40	115	Walton	40
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199	Walton	27	199	Walton	27
200	Walton	27	200	Walton	27

**Monday's Closing**  
Tables include the nationwide prices up to the closing on Wall Street and do not reflect late trades elsewhere. *Via The Associated Press*

5%	2%	B&H	35	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45
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**March 14, 1994**

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d Van Bond Selection.....Y	11791.06	d D.G.C.....S	327.62
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# Listing Freeze Calms China's Small Investors

**Readers**  
SHANGHAI — China unveiled a four-point rescue plan for its battered stock markets on Monday that will slow the pace of new listings, and investors celebrated with a buying binge that sent prices soaring.

The move followed a demonstration in the southern city of Shenzhen on Friday, where hundreds of angry investors criticized plans for huge new-share listings during a bear market. They demanded that national leaders pay attention to small investors.

Heading the list of relief measures outlined by China's top securities regulator, Liu Honggu, was a pledge to postpone the listing of 5.5 billion yuan (\$634 million) of shares scheduled to be issued this year. He also said implementation of a tax on stock trading would be postponed until after this year.

Small investors responded to the package, announced in the China Securities News, with a stampede back into a market that had plunged 56 percent from its peak a year ago.

The Shanghai A share index soared 10.24 percent, to close Monday at 811.69, while trading volume recorded a record 5.37 billion yuan during the session. The Shenzhen A share index surged 5.13 percent, to 215.57.

The markets in B shares, which are aimed at foreign investors, however, were hardly touched by the moves.

The Shenzhen market had experienced riots in August 1992 when nearly a million people lined up for 5 million lottery tickets giving the right to buy shares. When the tickets ran out, angry crowds accused the authorities of rigging distribution and grew violent, overturning cars and confronting police, who fired shots into the air and used tear gas.

## Modest Upturn At Swire in '93

**Agence France-Press**  
HONG KONG — Swire Pacific Ltd. said Monday its net profit rose a modest 5 percent in 1993.

The chairman, Peter Sutch, said the decline in Cathay Pacific Airways' profit, reported last week, had dragged down otherwise strong results at the real estate development, aviation and trading conglomerate. He was circumspect about Swire's prospects for 1994, saying: "We expect to perform well."

Profit rose to 4.66 billion Hong Kong dollars (\$603 million), or 2.93 dollars per Class A share, from 4.42 billion dollars a year earlier.

# Daiei Pushes for Change Japanese Retailer Wants More Say

**By James Sterngold**  
*New York Times Service*

TOKYO — Isao Nakachi is by Japanese standards a frightening revolutionary — he wants retailers to be retailers.

Those are fighting words in a country where, in stark contrast to the situation in most industrial countries, manufacturers and not retailers have determined which products make it to market, how they are sold and how they are priced. Retailers have generally done as they are told.

Mr. Nakachi has been on a decades-long mission to change that, and there are signs that his long struggle may be coming to fruition. He is the chairman and controlling shareholder of Daiei Inc., Japan's largest supermarket chain and retailer, and after a series of mergers the company has developed far more influence over its suppliers.

Helped by the removal of some regulations at the urging of the United States, Daiei has become a big catalyst for change in Japanese retailing.

"They are absolutely right on target in what they are doing," said Mike Allen, the retailing analyst in Tokyo with Barclays de Zoete Wedd Securities. "Everything they've done for the past year is just what they need to do to bring pricing control into the hands of the retailer. Daiei is out in front."

Daiei is a big discounter aiming at the lower end of the market, where volumes are huge and margins are thin. Its products range from food to clothing. It even owns a professional baseball team. More recently it has added real estate to its stable of interests.

One problem, if it can be called that, is that Daiei's stock price has been on a tear. It has more than doubled in a year, closing at 1,910 yen (\$18.15) a share in Tokyo Monday, compared with about 790 yen in March 1993.

But there is concern that the rise may have run its course. Mr. Allen, for instance, said he rated Daiei a "hold," saying it had traditionally been one of Japan's least efficient retailers.

But he was quick to add: "We still think that in the long term it has the highest potential for

appreciation in the retail sector. It is the only retailer that has consistently improved gross margins throughout the recession."

Kaori Hasegawa, the retailing analyst with Salomon Brothers Asia, also has some hesitations. She said almost a quarter of Daiei's assets were devoted to nonretailing businesses such as real estate and condominium sales. These companies, she

## INTERNATIONAL STOCKS

said, had not meshed well with the retailing businesses and had not produced impressive returns.

"I've been wrong on this stock before," she said. "But the rise has been so sharp it concerns me a lot. If their earnings don't meet expectations, there's a real risk of a big drop."

But she said Daiei had made great headway in taking control of its pricing. A good example is its three-decade feud with the country's largest consumer electronics company, Matsushita Electric Industrial Co.

Mr. Nakachi battled Matsushita in the early 1960s, when he sought to sell its refrigerators, rice cookers, televisions and other products at discounts.

But recently Daiei took control of a smaller retail chain, Chujitsuya Co., which carries Matsushita products. A decade ago, when Daiei made a similar acquisition, Matsushita stopped selling products to the retailer. This time it was big news when Matsushita agreed to keep selling to Chujitsuya: Daiei had gained the upper hand.

Daiei was a pioneer in selling products under a private label at cut-rate prices. It has recently forged relationships with a number of manufacturers and big trading houses as it seeks to circumvent Japan's famously inefficient wholesaling system.

"Once they consolidate all these mergers, they will have even more purchasing power, and that's what they need to keep reducing their costs," Mr. Allen said. "When Daiei talks, the manufacturers finally listen."

# 2 Japanese Firms Join Gen'l Magic

**Compiled by Our Staff From Dispatches**

TOKYO — Fujitsu Ltd. and Toshiba Corp. said Monday they would join a U.S. multimedia consortium that has created communications software that could become the global standard.

The companies said they would invest undisclosed amounts in General Magic Inc., which will entitle them to use General Magic's Telescript and Magic Cap communications software systems.

Fujitsu said it would invest as early as this spring, while Toshiba said the formal agreement on capital participation was expected to be completed this month.

The companies said they recognized Telescript and Magic Cap as strong candidates to become industry standards for communications. They identified the link as an effort to keep pace with developments in multimedia, the ill-defined combination of telecommunications, computer, video, and sound technology.

Fujitsu said that it would use the software to develop new communications media, it added. Life Media for "use in the coming interactive multimedia age."

General Magic, a manufacturer of communications software products based in California, is partly owned by Apple Computer Inc., Motorola Inc., American Telephone & Telegraph Co., Philips Electronics NV, Sony Corp. and Matsushita Electric Industrial Co. (AFP, Bloomberg)

## Investor's Asia

Index	Point	%	Index	Point	%
Hong Kong	12,000	+0.8	Shanghai	811.69	+10.2
Japan	15,000	+0.5	Shenzhen	215.57	+5.1
London	2,500	+0.2	Stocks	2,100.10	+0.1
Paris	1,500	+0.1	Bonds	100.00	+0.0
Frankfurt	1,200	+0.1	Commodities	100.00	+0.0
Amsterdam	1,800	+0.1	Gold	380.00	+0.0
Brussels	1,600	+0.1	Oil	25.00	+0.0
Stocks	1,000	+0.1	Wheat	1.50	+0.0
Bonds	100.00	+0.0	Corn	1.20	+0.0
Commodities	100.00	+0.0	Soybeans	1.10	+0.0
Gold	380.00	+0.0	Wool	1.00	+0.0
Oil	25.00	+0.0	Cotton	0.80	+0.0
Wheat	1.50	+0.0	Iron Ore	100.00	+0.0
Corn	1.20	+0.0	Nickel	100.00	+0.0
Soybeans	1.10	+0.0	Copper	100.00	+0.0
Wool	1.00	+0.0	Aluminum	100.00	+0.0
Cotton	0.80	+0.0	Zinc	100.00	+0.0
Iron Ore	100.00	+0.0	Lead	100.00	+0.0
Nickel	100.00	+0.0	Silver	100.00	+0.0
Copper	100.00	+0.0	Platinum	100.00	+0.0
Aluminum	100.00	+0.0	Palladium	100.00	+0.0
Zinc	100.00	+0.0	Rhodium	100.00	+0.0
Lead	100.00	+0.0	Iridium	100.00	+0.0
Silver	100.00	+0.0	Osmium	100.00	+0.0
Platinum	100.00	+0.0	Ruthenium	100.00	+0.0
Palladium	100.00	+0.0	Technetium	100.00	+0.0
Rhodium	100.00	+0.0	Yttrium	100.00	+0.0
Iridium	100.00	+0.0	Zirconium	100.00	+0.0
Osmium	100.00	+0.0	Niobium	100.00	+0.0
Ruthenium	100.00	+0.0	Molybdenum	100.00	+0.0
Technetium	100.00	+0.0	Vanadium	100.00	+0.0
Yttrium	100.00	+0.0	Chromium	100.00	+0.0
Zirconium	100.00	+0.0	Manganese	100.00	+0.0
Niobium	100.00	+0.0	Iron	100.00	+0.0
Molybdenum	100.00	+0.0	Cobalt	100.00	+0.0
Vanadium	100.00	+0.0	Nickel	100.00	+0.0
Chromium	100.00	+0.0	Copper	100.00	+0.0
Manganese	100.00	+0.0	Zinc	100.00	+0.0
Iron	100.00	+0.0	Lead	100.00	+0.0
Cobalt	100.00	+0.0	Silver	100.00	+0.0
Nickel	100.00	+0.0	Platinum	100.00	+0.0
Copper	100.00	+0.0	Palladium	100.00	+0.0
Zinc	100.00	+0.0	Rhodium	100.00	+0.0
Lead	100.00	+0.0	Iridium	100.00	+0.0
Silver	100.00	+0.0	Osmium	100.00	+0.0
Platinum	100.00	+0.0	Ruthenium	100.00	+0.0
Palladium	100.00	+0.0	Technetium	100.00	+0.0
Rhodium	100.00	+0.0	Yttrium	100.00	+0.0
Iridium	100.00	+0.0	Zirconium	100.00	+0.0
Osmium	100.00	+0.0	Niobium	100.00	+0.0
Ruthenium	100.00	+0.0	Molybdenum	100.00	+0.0
Technetium	100.00	+0.0	Vanadium	100.00	+0.0
Yttrium	100.00	+0.0	Chromium	100.00	+0.0
Zirconium	100.00	+0.0	Manganese	100.00	+0.0
Niobium	100.00	+0.0	Iron	100.00	+0.0
Molybdenum	100.00	+0.0	Cobalt	100.00	+0.0
Vanadium	100.00	+0.0	Nickel	100.00	+0.0
Chromium	100.00	+0.0	Copper	100.00	+0.0
Manganese	100.00	+0.0	Zinc	100.00	+0.0
Iron	100.00	+0.0	Lead	100.00	+0.0
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## SPORTS

## In the Days Before Baseball's Rules of Fruition

By Shirley Povich

Washington Post Service

FORT LAUDERDALE, Fla. — There was a tap on his shoulder the other day and a certain baseball writer was being told by a functionary in a New York Yankees cap that he had transgressed.

"Step back on the grass, sir," he said. "You know the rules."

This was behind the batting cage, and the writer's sin was standing in the dirt area around the cage. Two midget steps to the rear, and now the grass was under his feet and he had complied, his location now acceptable.

The printed rules are a big thing in the Yankees' spring-training camp. "No member of the media is allowed in fair or foul territory beyond first or third base." And "45 minutes before the game, clear out of the dugouts and the clubhouse."

There is more: "Still photographers and cameramen must stay in assigned areas."

"The clubhouse is off-limits when the game starts. No player may be accessed unless he has left the game."

In baseball's less-moaned days, spring training used to be more fun for the writers and everybody else. The informality of rickety old clubhouses, wooden grandstands and the heavenly absence of TV crews and pompous public-relations corpsmen brought players and writers together. They stayed and ate together in the same little hotels, called each other by first names and were uninhibited by lengthy instructions from PR departments.

Today, "access" is the buzzword. Yankees players are not approached, they are "accessed." Of all the clubs, the Yankees are the most rule-crazy, but the others are not far behind.

In contrast there was the late Clark Griffith, owner of the old Washington Senators. He was team proprietor, team president and bottle washer. Griffith had no

need for a public-relations staff. He would often call The Washington Post sports editor and say: "Walter Johnson is pitching tomorrow. Gimme a headline."

Modern big-league teams are enjoying the bounty of eager Florida and Arizona towns whose citizens build them modified big-league stadiums for free. Lavish clubhouses with shining bathtubs and Nautilus equipment are what's in style. Plus ample individual lockers.

Not so in the era of the Senators and their contemporary clubs of an earlier day. On entering the clubhouse on the first day of spring training each player searched out the book on which he could hang his stuff and hoped to find a stool on which to sit. Nothing like the expensive lockers provided the New York Mets in their deal with the town of Port St. Lucie, Fla., which built them to specifications that provided an extra-wide locker for the catchers in recognition of their heavier equipment or, mayhap, their broader backsides.

When the Senators set up camp in Orlando, Fla., in 1936, after moving from Biloxi, Mississippi, they quartered themselves in the downtown Angell Hotel, not a luxury address. However, it was on the same street as Orlando's two movie theaters and thus advertised itself on its matchboxes as "Orlando's only fireproof hotel. In heart of theater district."

This is not to say all of the Senators were quartered in the Angell, which Griffith considered too rich and expensive for some of the team's lesser rookies. So, shunted to Mrs. Mason's boarding house at considerably less expense to the team were the likes of Mickey Vernon, Early Wynn, Walter Masterson and George Case, who at mealtime could practice their boarding-house reach. It is memorable that from that group would evolve a two-time American League batting champion (Vernon) a Hall of



The Phillies' Wes Chamberlain got a handful from his teammate Kim Balfanz during a workout.

Fame pitcher (Wynn) and an American League-leading base stealer (Case).

This was an era when the players, on road trips, were subsisting on \$6-a-day meal money. Some of the saving types would show a profit by doing on hamburgers and hot dogs.

The Senators worked out at Tinker Field, named for Joe Tinker, an Orlando native and the old Cubs second baseman of the legendary Tinker-to-Evers-to-Chance fame. Tinker Field had a wooden grandstand, wooden dug-

outs and wooden clubhouse, all graying and tilting. But it was not unlike other spring-training camps in Florida in the late '30s.

Joe Tinker was almost always present at Tinker Field, in a wheelchair. So it was that one day when a visitor in the clubhouse turned out to be Heinie Groh, the old National League third baseman of Tinker's era. Groh asked to be taken to Tinker, a teammate whom he hadn't seen in years.

When they met near the Senators' dugout, Groh extended his hand and said, "Guess who I

am?" Tinker studied his visitor a bit and then delivered his unforgettable reply, "I don't rightly know," he said, "but if you had hair, you little SOB, you'd be Heinie Groh."

Helping to make the living easy in Orlando was Phil Berger's Tavern, the home away from home for writers covering the Washington team. The gathering at Berger's was a ritual, and Berger ran an orderly saloon, guarding all doors against pre-Berger inebriates.

Thus it was one night when a chap who already had too many

snifters attempted to enter, and he was politely turned away by Berger. Presently, though, he appeared at another entrance leading from the adjoining hotel and was turned away again. Somehow, he found a third entrance leading to the tavern from yet another side. When he was confronted again by Berger he was taken aback and blurted, "Geez, do you own every joint in town?"

St. Petersburg was the capital of Florida training camps, for both the Yankees and New York Giants quartered there in separate, plush hotels. It was in St. Pete that Lefty Gomez of the Yankees complained: "They told me to put on 15 pounds and I'd get a better fastball. I did, and now I can't break a pane of glass. I throw harder but the ball wasn't going as fast."

It was in St. Pete that the great Yankee Yogi Berra, after bragging to writers how he was taking colored pictures with his new camera, grabbed a passing New York Mirror photographer and asked for some information. "Tell me, Joe," he said, "how does white go in color?"

Clustered on the Florida west coast along with the New York teams were the Red Sox in Sarasota, the old Philadelphia A's in Fort Meyer, the White Sox and Reds in Tampa and the Cardinals in Bradenton. It was in Bradenton, with its typical old wooden ballpark and rickety wooden press box, that the following Henry McLemore episode took place.

It was the day the Senators were in Bradenton to play the Cardinals that we encountered McLemore, the splendid baseball writer for the United Press. But now his left arm was being carried in a sling. What happened?

Whereupon McLemore, pointing to the three steps leading to the old press box, said: "That's where it happened. In my time I have fallen three miles down. I fall three feet sober and look at the result."

## SIDELINES

## Bail Withdraws From World Event

TOKYO (AP) — Oksana Bail, the defending Olympic and world champion, will not compete in the World Figure Skating Championships next week, organizers said Monday.

Bail's withdrawal leaves the women's singles competition without its top two stars. Nancy Kerrigan of the United States, who won the silver medal at the Lillehammer Games, had announced earlier that she was too tired to compete. The organizers said the Ukrainian team would replace Bail with Inna Vayets. They gave no reason, but Bail had complained of back pain and pain in her lower leg after the Olympics.

Takashi Matsunaga, chairman of the All Japan Women's Professional Wrestling Association, said Monday he was offering Tonya Harding \$2 million to be a pro wrestler in Japan. He said he hoped to meet with the skater while she is in Japan for the world championships. "Tonya was made to be a pro wrestler," he added. "She's about as tough as they come, and she'll last a lot longer in our sport than she will in figure skating."

## Nagano Officials Deny Bribe Report

TOKYO (Reuters) — Officials of Nagano, venue for the 1998 Winter Olympics, on Monday dismissed reports that Japanese paid alleged bribes to an Italian to back the Japanese city's bid to host the Games.

"That's quite impossible," Nagano's mayor, Tasuku Tsukada, was quoted as saying by newspapers on Monday. "At the bid stage, our rivals were Salt Lake City and Ostersund. So we only knew Aosta as a name of candidates. We did not regard it as our main rivals."

Italian judicial sources said on Sunday that magistrates were investigating alleged bribes paid by Japanese individuals to an Italian to back Nagano's bid to host the 1998 Games. The sources said supporters of Nagano were suspected of paying \$3 million to a resident of Aosta, which also made a bid to host the Olympics.

## 2d IAAF Appeal of Reynolds Ruling

MONACO (Reuters) — The International Amateur Athletic Federation said Monday that it had lodged a second appeal against a U.S. court decision awarding \$27.4 million in damages to Butch Reynolds of the United States, the 400-meter world-record holder.

The IAAF, world track's governing body, confirmed that the action was being taken at the sixth U.S. Circuit Court of Appeal in Cincinnati. Reynolds successfully sued the IAAF in a court in Columbus, Ohio, after he was banned for two years over a positive dope test in Monte Carlo in 1990. In July, a federal judge rejected an appeal by the IAAF.

## Price Near-Perfect in Honda Golf

FORT LAUDERDALE, Fla. (Combined Dispatches) — Nick Price, playing nearly perfect golf, came from three strokes behind to win the Honda Classic.

Price, 37, hit all 18 greens and missed only one fairway on Sunday. He shot a 5-under-par 66 for a total of 8-under 276, and beat Craig Parry, who shot 67, by a stroke. The Zimbabwean also had off a late surge by John Daly, who, in his first tournament since his November suspension, made a startling run before finishing four strokes back in fourth place.

Price got away to a birdie-birdie start, played the front side in 32 and had the lead alone at the turn. He stretched it with birdies on the par-5 12th, a two-putt from long range, and an 8-footer on the 13th. He gave one back with a three-putt on the 15th. (NYT, AP)

## For the Record

Two more yachts finished the fourth leg of the Whitbread Round the World race Monday, Winstan and Brookfield, bringing to nine the number that have arrived in Punta del Este, Uruguay. (AP)

## SCOREBOARD

## BASKETBALL

## NBA Standings

## EASTERN CONFERENCE

## Atlantic Division

## W L Pct GB

## New York 42 19 .687 0

## Orlando 37 24 .607 5

## Miami 34 27 .557 8

## New Jersey 32 29 .522 10

## Boston 22 38 .367 20

## Philadelphia 17 43 .284 25

## Washington 15 45 .250 27

## Central Division

## W L Pct GB

## Atlanta 42 18 .693 0

## Chicago 39 21 .649 3

## Cleveland 36 24 .600 6

## Indiana 34 26 .567 8

## Charlotte 25 34 .424 17

## Washington 17 44 .279 26

## Detroit 15 46 .243 28

## WESTERN CONFERENCE

## Midwest Division

## W L Pct GB

## Houston 42 18 .693 0

## San Antonio 40 20 .667 2

## Utah 39 21 .649 3

## Denver 37 23 .613 5

## Minnesota 36 24 .600 6

## Dallas 16 45 .260 27

## Pacific Division

## W L Pct GB

## Seattle 45 15 .750 0

## Phoenix 40 20 .667 5

## Portland 38 22 .633 7

## Golden State 36 24 .600 9

## LA Lakers 24 35 .407 20

## LA Lakers 22 35 .407 20

## SUNDAY'S RESULTS

## Phoenix 26 24 .517 1

## Orlando 37 24 .607 5

## P: Barkley 11-22 4-10 K. Johnson 13-24 4-4

## O: Scott 4-14 8-10 R. O'Neal 16-26 7-12

## Raptors—Pacers 97-90 (Barkley 20, Orlando 32)

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